



2015-2019

Child and Family Services Report

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Glossary of Acronyms

Act 109 = 2001 Wisconsin Act 109 enacted in July 2002 that provided additional state statutory direction for implementation of AFSA and federal Title IV-E requirements.

AFCARS = Adoption and Foster Care Analysis and Reporting System. The Federal foster care data system, where states submit information, is a source of permanency and placement data.

ASFA = Adoption and Safe Families Act, particularly the ASFA requirement to pursue termination of parental rights after a child has been in OHC for 15 months.

BCRA = Bureau of Child Welfare Research and Analytics is responsible for the oversight and management of the data analytics and program integrity of DSP programs and policies related to child welfare to ensure compliance with federal Title IV-E requirements.

BOS = Balance of State refers to information and/or data that describes the counties outside Milwaukee.

BITS = Bureau of Information Technology Services in the Division of Management Services (DMS).

BPOHC = Bureau of Permanence and OHC that coordinates the state adoption program, provides technical assistance on foster care, OHC, and independent living services, and licenses child welfare facilities.

BPM = Bureau of Performance Management in the Division of Management Services responsible for Continuous Quality Improvement, Performance Review and Evaluation, and Research/Program Evaluation.

BRO = The Bureau of Regional Operations in the Division of Management Services works with local agencies administering DCF programs, including child welfare, child care subsidy, child support, and W-2 financial assistance.

BSWB = Bureau of Safety and Well Being in DSP, the state unit responsible for child welfare program policy and practice standards.

BYS = The Office of Youth Services was created in 2013 to help youth in the child welfare system and other vulnerable youth excel in school, obtain job skills and opportunities, and learn healthy lifestyle behaviors. In 2015, this Office was elevated to a Bureau to reflect the addition of community-based juvenile justice services; BYS is responsible for the Chaffee Programs, Brighter Futures Initiative, Runaway Programs and other youth development initiatives.

CFA = Children and Family Aids, a state level block grant funding source distributed to counties.

CFSR = Federal Child and Family Services Review.

CFS 40 = DSP form used to collect information on child abuse and neglect investigations previously used by Wisconsin to collect data for NCANDS purposes.

Ch. DCF 43 = DSP administrative rule on child welfare staff training.

Ch. DCF 56 = DSP administrative rule on foster home licensing.

Chapter 48 = Wisconsin Children's Code.

Chapter 938 = Wisconsin Juvenile Justice Code.

Child Welfare State Professional Development Council = a decision making Executive Committee that consists of representatives from DSP, Counties, DMCPs, and Tribes that coordinate child welfare professional development activities through the Wisconsin Child Welfare Professional Development System.

Child Welfare Professional Development System = University-based, regional child welfare training providers operating under the State's Professional Development Council.

COKC = Court-ordered Kinship Care placements for which providers receive a monthly payment.

CPS = Child protective services.

CY = Calendar Year (January – December).

DCF = Department of Children and Families. The Department was created in July 2008 and includes child welfare services, including prevention, Temporary Assistance for Needy Families (W-2), child care regulation and licensing, and child support.

DCFS = Former Division of Children and Family Services in the Department of Health and Family Services. In July 2008, the Division moved in its entirety to the new Department of Children and Families and its name was changed to the Division of Safety and Permanence. In addition, child welfare programming originally coordinated by DCFS was spread out amongst several Divisions/Offices in the new Department.

DHCAA = Division of Health Care Access and Accountability in the Department of Health Services, the state Medicaid agency in Wisconsin.

DHFS = Former Department of Health and Family Services. Prior to July 2008, child welfare services were part of the Department of Health and Family Services.

DHS = Department of Health Services. Department that coordinates health services for the state of Wisconsin, including Medicaid, mental health and substance abuse services, and the Food Share program.

DMS = Division of Management Services. Division that is responsible for budget, finance, human resources, information technology, performance management, and regional operations.

DMCPs – Division of Milwaukee Child Protective Services

DSP = Division of Safety and Permanence in the Department of Children and Families, the state child welfare agency in Wisconsin.

eWiSACWIS = DCF's system that works with Business Intelligence (BI) staff to maintain current BI reporting tools and to implement enhancements to its BI data warehouse.

FAST = Families and Schools Together. An approach to serving children and families in a comprehensive way that actively engages parents.

FFY = Federal Fiscal Year (October – September).

FCARC Foster Care and Adoption Resource Center = statewide resource center that provides information and materials on foster care and adoption.

GPR = General Purpose Revenues from state tax revenue.

ICWA = Indian Child Welfare Act.

Kinship Care = Payment program to support children living with relatives.

NCANDS = National Child Abuse and Neglect Data System. The Federal child abuse and neglect data system is a source of safety data submitted by states.

Ongoing Services Standards = The 5 Child Protective Services Standards and Practice Guidelines issued by DSP that establish program standards for ongoing child welfare services.

OHC = OHC including children placed under court order in foster care, group homes, residential care centers and kinship care. This is equivalent to the federal definition of foster care.

PACE = Partners in Alternate Care, now Foundations Training, which is a competency-based pre-service training curriculum for foster and adoptive parents.

PARC = Post-adoption resource center.

PIP = Wisconsin Program Improvement Plan for Round 2 of the federal CFSR.

PIP Implementation Team = Statewide multidisciplinary group for implementation of the PIP.

Rate Regulation = Payment system that ensures that providers are licensed to provide a certain level of care, based on the types of services they offer, and receive a pre-defined amount for providing those services to a child who needs them.

SNAP = Special Needs Adoption Program operated by DSP. This program will be officially renamed the public adoption program on September 1, 2018 in Federal Fiscal Year 2019.

TPR = Termination of parental rights.

eWiSACWIS = Wisconsin Statewide Automated Child Welfare Information System (SACWIS system).

eWiSACWIS Project Team = Staff supporting operations of eWiSACWIS system.

WICWA = Wisconsin Indian Child Welfare Act.

Agency Information

Administering Agency for Title IV-B, Title IV-E, CAPTA, Chafee and ETV

Wisconsin Department of Children and Families
201 East Washington Avenue, Second Floor
Madison, WI 53708

The Wisconsin Department of Children and Families (DCF) is the state agency dedicated to promoting the social and economic well-being of Wisconsin's children and families. The Department is committed to protecting children, strengthening families, and building communities. The Department has responsibility for the human service program areas of child and family services, child welfare, community-based youth justice, child care subsidy, child care licensing, Temporary Assistance for Needy Families, Refugee Services and child support. The Department organizational chart is available at: <https://dcf.wisconsin.gov/about-us>

Organizational Structure

Division of Safety and Permanence

Children, youth, and family services are located in the Division of Safety and Permanence (DSP), the unit within the Department responsible for Title IV-B Subpart 1, Stephanie Tubbs Jones (Child Welfare Services), IV-B Subpart 2 (Promoting Safe and Stable Families) and Monthly Caseworker visit grant programs, Title IV-E (Foster Care and Adoption Assistance), Child Abuse Prevention and Treatment Act (CAPTA), Chafee Foster Care Independence Program (CFCIP) and Chafee Education and Training Vouchers (ETV).

The DSP is responsible for supervising Wisconsin's child welfare system. Services are delivered through county- and tribal-administered child welfare programs, except in Milwaukee County and for the public adoption program which are operated by the state.

Bureau of Safety and Well Being

The Bureau of Safety and Well Being (BSWB) within DSP provides policy guidance and statewide leadership on child protective services, including matters related to CAPTA. The BSWB manages statewide prevention programs for the Department, including Promoting Safe and Stable Families (IV-B Subpart 2), domestic violence programs and the Wisconsin Trauma Project. BSWB staff collaborate with the Department of Health Services (the State Public Health Agency) to manage the Maternal Infant Early Childhood Home Visiting Programs. The BSWB administers Wisconsin's current IV-E Demonstration Project, the Post-Reunification Supports program, and is responsible for Continuous Quality Improvement (CQI) for the statewide child welfare system.

Bureau of Permanence and Out-of-Home-Care

The Bureau of Permanence and Out of Home Care (BPOHC) within DSP is responsible for oversight and licensing of child placing agencies, group homes, shelter care facilities, residential care centers for children and youth. It also provides policy guidance and statewide leadership on foster care and kinship care programs. BPOHC administers the public adoption program, the adoption search program, and the Interstate Compact on the Placement of Children (ICPC). BPOHC also administers the Permanency Roundtable program and the initiatives related to health outcomes for children involved in the child welfare system.

Bureau of Child Welfare Analytics and Program Integrity

In 2018, DCF created a Bureau for Child Welfare Analytics and Program Integrity. This new bureau is responsible for the oversight and management of the data analytics and program integrity of DSP programs, as well as policy and DSP compliance with federal Title IV-E requirements.

Bureau of Youth Services

The goal of the Bureau of Youth Services (BYS) is to bring a stronger and more coordinated program and policy focus to youth in the child welfare system and other vulnerable youth. Based on legislative direction in the 2015-2017 biennial budget bill, the administration and oversight responsibility for the community based juvenile (Youth Justice or YJ) system was transferred from the Department of Corrections to the DCF on January 1, 2016. In addition to oversight of community-based juvenile justice programs, the Bureau oversees the federal Chafee Independent Living Program, the Educational and Training Vouchers Program (ETV), the Wisconsin Brighter Futures Initiative, the National Youth in Transition Database (NYTD) program, Runaway Programs, and other youth development efforts. BYS is responsible for initiatives related to educational outcomes for children involved in the child welfare system.

Division Administrator's Office

In addition to providing overall leadership for the Division, the Administrator's office is responsible for working with tribes in Wisconsin to address tribal child welfare issues, including implementation of the Wisconsin Indian Child Welfare Act (WICWA) and leading major federally-required projects, including preparation for the Children and Family Services Review (CFSR) and Program Improvement Plan (PIP) Development.

Division of Management Services

Administration of eWiSACWIS, the state child welfare data system, is located in the Bureau of Information Technology in the Division of Management Services (DMS). The Bureaus of Budget and Policy, Finance, Human Resources, Regional Operations and Performance Management are also located in DMS. The Bureau of Regional Operations located in DMS is involved in child welfare program quality assurance on behalf of DCF.

Division of Milwaukee Child Protective Services

The Division of Milwaukee Child Protective Services (DMCPS) administers child welfare services in Milwaukee County, the state's largest county.

Bureau of Regional Operations

Programs Included in the Child and Family Services Five Year Report

This report provides an update on the State goals and objectives established in the 2015-2019 Child and Family Services Plan (CFSP) submitted in 2014. The report includes activities supported through Titles IV-B Subparts 1 and 2, Adoption, Chafee and Education and Training Vouchers, Indian Child Welfare, Kinship Care and Title IV-E Foster Care programs. CAPTA updates, information concerning Juvenile Justice Transfers, and information required by the Child and Family Services Innovation Act are also covered. All requirements of 45 CFR 1357 are included within this plan. The plan also includes objectives for the Adoption Program and priorities for coordinating with the 11 federally recognized tribes in Wisconsin on Indian Child Welfare services. The report further describes the collaborative planning, compliance with the Indian Child Welfare Act (ICWA) and consultation between the state and tribes relating to the Chafee Foster Care Independence Program. Information and data on state achievement of national performance standards and case-related outcomes is also included in the report.

Data Sources

In accordance with 45 CFR 1355.53, Wisconsin utilized its Statewide Automated Child Welfare Information System (eWiSACWIS) in developing this Annual Progress and Services Report (APSR). In addition, the following data sources were used by the Division to evaluate Wisconsin's APSR:

- Continuous Quality Improvement (CQI) Data
- Children's Court Initiative (CCI) Review Data
- Information and reports from counties, tribes, and others

- Data from the DCF KidStat Performance Measurement Process

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1. General Information

Collaboration

Substantial, ongoing and meaningful collaboration is a hallmark of how the DCF operates. Progress on the 2015-2019 CFSP objectives were supported by a wide range of collaborative efforts led by the DCF and other partners. DCF's work is guided by the Child Welfare Model for Practice collaboratively developed in 2015.

As stated in the Model for Practice:

- The purpose of the Child Welfare System is to keep children safe and to support families to provide safe, permanent, and nurturing homes for their children. The system does this by safely keeping children and youth in their own home, family, tribe, and community whenever possible.
- When it is not possible to keep children safely in their home, the system engages with the courts and others to provide a safe, stable, and temporary home that nurtures and supports the child's development. The system aims to transition children in out-of-home care (OHC) safely and quickly back with their family, whenever possible, or to another permanent home.
- The system strives to engage with children, youth, and families to expand healthy connections to supports in their community and tribes and bolster resiliency in families to help them thrive.

Interactions and services in the child welfare system are based on the principles of: trust, engagement, accountability, trauma-informed, culturally responsive, workforce support, and family-centered practices.

The Wisconsin Child Welfare Model for Practice is the compass that guides our work and decision-making, including this update and work on the 2015-2019 Child and Family Services Plan described in this report. The full Model for Practice can be found at: <https://dcf.wisconsin.gov/cwportal/model>.

Wisconsin has established a strong structure and culture of cross-system, public-private collaboration. DCF assures collaboration through:

- Solicitation of input on federal plans and reviews;
- Established processes to assure stakeholder feedback and coordination on all child welfare policies and practices;
- Standing cross-system workgroups for ongoing collaboration;
- Time-limited, issue-focused cross-systems workgroups to address particular issues;
- Ongoing coordination and collaboration focused on key services for child welfare, education, employment, health care and others;
- Standing bi-monthly meetings with tribal child welfare directors; and
- Participation by DCF on a wide range of cross-sector workgroups chaired by other partners.

Collaboration Specific to Federal Plans and Reviews

As articulated in the Model for Practice, DCF encourages stakeholder feedback in the development of all federal planning documents such as the CFSP and APSR as well as federal review and planning processes such as the CFR and the PIP. In addition to posting the CFSP and APSR on-line for public comment and general information,

DCF briefs standing advisory bodies and stakeholder groups on these plans. Wisconsin posts all current federal plans at the following website link - <https://dcf.wisconsin.gov/reports>.

As part of the current federal review planning process, key stakeholders were actively engaged over the last three years to provide feedback for completing the CFSR statewide assessment – see <https://dcf.wisconsin.gov/files/cqi-cfsr/pdf/plans/cfsr-swa.pdf> - and in developing the Program Improvement Plan (PIP), the third draft is currently being considered. To educate stakeholders on the process a webinar series was developed- <https://dcf.wisconsin.gov/cwportal/webinars> . The series described all components of the CFSR including the statewide assessment, the case review process, and the state’s performance on national performance standards. The webinar series covered the different plans the State completes, including the APSR, the CFSP and the PIP process. The webinar series was widely disseminated.

Program Improvement Plan Advisory Group

Building off of outreach to stakeholder groups in 2016 and 2017, at the end of 2017, DCF launched a cross-sector PIP Advisory Group to assist DCF in developing a PIP that is comprehensive, effective, trauma-informed and focused on strengthening the child welfare system and improving outcomes for the families and children involved in the system. This advisory committee brings together a broad range of stakeholders that work on the child welfare system including, judges, attorneys, tribal members, foster parents, foster youth, counties and other partners. This group adjourned in May of 2019 after reviewing DCF’s third draft of the PIP that was subsequently submitted for consideration at the end of May.

Collaboration to Support State Policies and Programs

Over the last five years DCF has used a variety of different collaborative efforts to ensure a shared vision and ongoing coordination and collaboration across systems. Collaborative workgroups chaired by DCF include Casework and Out-of-Home Care (OHC)/Adoption Committees, Rate Regulation Advisory Committee, Title IV-E Waiver Advisory Group, CQI Advisory Committee, and others. Communication is fostered between the Department and county child welfare agencies through Department regional meetings for local child welfare agency foster care coordinators, child welfare program supervisors and fiscal managers to update them on policy and procedures and provide a forum for discussion of current child welfare issues for both state and local child welfare agencies. When DCF issues a policy that affects counties or Tribes, the DCF provides the draft policy for comment to counties through the Wisconsin County Human Services Association (WCHSA) and the Indian Child Welfare directors prior to finalizing policy. Comments are solicited and included in updated policy guidance. This process is specified in the state/county contracts.

The Department worked with key constituencies to develop program and policy initiatives to strengthen the child welfare system, advise on the CFSR process, and contribute to Wisconsin’s current PIP being considered. These groups included, but are not limited to, WCHSA, the Wisconsin Foster/Adoptive Parent Association, the Wisconsin Association of Family and Children's Agencies, the Children’s Court Improvement Project, the Child Abuse and Neglect Prevention Board, the Early Childhood Advisory Council (ECAC), Relative Caregiver Stakeholder group and other state agencies. DCF also supports a Youth Advisory Council (YAC) for current and former foster youth. The statewide YAC met quarterly. Efforts over the last year that will be continued in the 2020-2024 CFSP include supporting local YAC groups established in the last two years in four counties across the state. Local YACs meet monthly to influence policy change and to educate communities and the DCF about youth experiences in foster care. Local YACs are involved in supporting the transition of Independent Living services from a county-based to a regional service delivery model.

Further Wisconsin regularly connects with the 11 tribes in Wisconsin - Bad River Band of Lake Superior Chippewa, Forest County Potawatomi, Ho-Chunk Nation, Lac Courte Oreilles Band of Lake Superior Chippewa, Lac du Flambeau Band of Lake Superior Chippewa, Menominee Indian Tribe of Wisconsin, Oneida Nation, Red Cliff Band of Lake Superior Chippewa, Sokaogon Chippewa Community, St. Croix Chippewa Indians of Wisconsin,

and Stockbridge-Munsee Band of Mohican Indians. As sovereign nations, tribes provide child welfare services directly based on their tribal codes, policies, and tribal practices and may also have written agreements with county agencies.

Standing Advisory Bodies for DCF

Over the last five years, the following standing advisory bodies provided critical feedback, support and advised on child welfare system issues, challenges and improvements.

Secretary's Advisory Council on Child Welfare

The Secretary of the DCF has established an Advisory Council on Child Welfare beginning in 2008 that convenes key leaders involved with the child welfare system. The Council provides advice and counsel to the Department on matters related to protecting vulnerable children and strengthening the child protective services system. The Council meets quarterly and is composed of county and tribal representatives, private sector service providers, advocates, representatives from the mental health and correctional systems, former foster youth, and foster parents. The purpose of the Secretary's Council on Child Welfare is to advise the Department's Secretary regarding policy, budget, and program issues that impact the safety, permanence, and well-being of Wisconsin's children and families.

Milwaukee Child Welfare Partnership Council

The DCF directly administers the child welfare system in Milwaukee County, the state's largest county. The Milwaukee Child Welfare Partnership Council is a broad-based advisory body, established by statute in 1998, which advises the Department on its administration of the system in Milwaukee County. The Partnership Council meets four times per year and is composed of state legislators, county elected officials, members of the judicial and legal systems, health care, and child welfare service providers, the birth to five system, advocates, community members, representatives from the K-12 educational system, and representatives from the mental health and alcohol and other drug abuse (AODA) systems. Wisconsin statute 48.562 specifies the charge of the Partnership Council, which is to recommend policies and plans for the improvement of Milwaukee County child welfare system including outcome measures and recommending measures for evaluating its effectiveness and funding priorities.

Secretary's Advisory Council on Youth Justice

In April 2016, the DCF established the Secretary's Advisory Council on Youth Justice. The Council is composed of key youth justice leaders from: state agencies, county-based youth justice system stakeholders, prevention service providers, and affected youth and families. The council meets quarterly to advise the DCF on matters related to supporting a stronger community-based youth justice system. Council members are appointed by and serve at the pleasure of the Secretary of the DCF.

In the 3 years, the DCF made significant progress on the YJ strategic plan. Workgroups were convened in the areas of data, training, and assessment to further DCF strategic priorities. Nearly half of all 72 counties were involved in some way in helping DCF design our new data system, develop the criteria for a statewide risk/needs assessment, and/or redevelop our basic intake worker training. The new training features content on adolescent development and trauma, in addition to statutory responsibilities.

Child Abuse and Neglect Prevention Board (CANPB)

The DCF Secretary is a Director on the Child Abuse and Neglect Prevention Board which is the agency charged in Wisconsin statute to coordinate with the DCF on efforts to prevent child abuse and neglect. In the last five years, the DCF and CANBP are collaborated on the implementation and evaluation of two programs to prevent maltreatment in high-risk families: Project GAIN and the Community Response.

Project GAIN was a research project designed to answer, “How much maltreatment prevention can be achieved by intervening with at-risk families around economic stressors?” The focal population for the GAIN intervention is families who have been reported to and investigated by child protective services (CPS) in Milwaukee, but for whom no ongoing services are provided (i.e., cases closed following an investigation). Key features of GAIN include (1) a comprehensive eligibility assessment for an array of public and private economic supports, and assistance accessing these resources, (2) financial counseling - collaborative work with a GAIN financial support specialist to identify financial goals and steps to achieve them, and improve financial decision-making, and (3) access to one-time emergency cash supplements to alleviate immediate financial stressors.

Community Response Program

Administered and funded by the Child Abuse and Neglect Prevention Board, the Community Response Program (CRP) was created in 2006 to fill a gap in the child maltreatment prevention continuum. CRP provides voluntary supports to families reported to county child protective services (CPS) for alleged child abuse or neglect who are not receiving services because the referral is either screened out or the referral is screened in for further assessment, but the case is closed after the initial assessment.

The overall goal is to strengthen families, prevent child abuse and neglect, and reduce re referrals to CPS. CRP is a short-term (20-week maximum) voluntary prevention program that includes case management, home visits, collaborative goal setting, comprehensive assessment and flexible funds to support individualized services.

There are currently 8 CRP programs in Wisconsin that are coordinated locally with child welfare agencies. The CRP staff work with the families to identify immediate needs and assist families in connecting to formal and informal resources to meet these needs (e.g., parenting supports, mental health treatment, child health and development). CRP works not only to mitigate risk factors, but also to identify and build protective capacities of parents and caregivers. A primary focus of CRP is to assist families with economic stressors. Decades of research show evidence of a strong correlation between poverty and child maltreatment. On average CRP staff work with families for 16-20 weeks. The comprehensive assessment allows the family to discuss and identify their critical stressors and their goals. Families typically select between 2 to 5 goals.

In addition, the DCF worked closely with CANPB on parenting education and support. CANPB supports Family Resource Centers and parenting programs that offer a range of services including the following.

- Group services: delivering parent education courses, workshops, support groups, drop-in programs, respite care, and play groups.
- Individual services: providing families with personal consultations and support through services such as warm-lines, home visits, supervised visitation, or safe exchange programs.
- Outreach and family visiting services: reaching out to parents and families in their homes or in other community-based locations convenient for families. This might be through collaborations with birthing hospitals to connect with new families, through community response to ensure families have support in times of need, or through universal services such as car seat checks.
- Community resource and referral and follow-up services: offering a reliable link to public and private agencies and providing strong family advocacy within local communities. Families can receive referrals to other community programs, public benefits, as well as assistance with transportation.

The following link is to a map of Family Resource Centers locations throughout the state:

<https://preventionboard.wi.gov/Pages/ForFamilies/FamilyResourceCenters.aspx>

Issue Specific DCF- Led Collaborations

In addition to DCF broad-based collaborations involving all child welfare issues, over the last five years, DCF led cross-system collaborations on specific program areas as detailed below. Following are examples of issue areas

where provide more in-depth, cross-sector discussions about particular areas of the child welfare system were needed.

Integration of Youth Justice System

As discussed above, in January 2016, oversight of community-based juvenile justice services was transferred from the Department of Corrections to the DCF. An intensive stakeholder engagement process was launched early in 2016 to gain insight into how the current system operates across the state, identify the most pressing concerns, and learn from key stakeholders about their vision for the system. Input was gathered through stakeholder meetings, community sessions and calls, site visits to juvenile detention centers across the state and an online survey of 300 individuals from more than 60 counties. The analysis of this feedback was compiled into key areas of services for youth including: prevention and diversion from entering the system, assessment and casework, and post-disposition. This process resulted in the development of Youth Justice Vision and Strategic plan.

Anti-Human Trafficking Task Force

Sex trafficking of children and youth is a growing concern nationally and in Wisconsin. A broad-based, cross-system Anti-Human Trafficking Task Force co-chaired by DCF Secretary Eloise Anderson and Wisconsin Attorney General Brad Schimel was formed in 2015 and met on a quarterly basis through December 2017. The Task Force involved cross-sector leadership from state departments, law enforcement, lawyers, judges, the faith community, local coalitions focused on addressing trafficking, service providers, advocates, and survivors of trafficking. The DCF hired an anti-human trafficking coordinator to oversee and coordinate the work of the Task Force and additional initiatives to address this issue.

Efforts on which the Task Force provided advice and counsel included the development of training competencies, a human trafficking curriculum, a screening tool, and prevention strategies. The DCF also launched an Anti-Human Trafficking Regional Hub model. The regional hubs will work with county and tribal child protective services workers to coordinate services for youth, train community stakeholders on how to serve this population, and promote prevention and awareness messaging to the public. The seven regional hubs are being phased in. As of July 2018, two regions have Anti-Human Trafficking hubs. A smaller group led by the DCF will continue to advise the department on critical anti-human trafficking efforts in the state.

Children with Disabilities in the Child Welfare System

As directed by state legislation in April 2016, the DCF established a Workgroup on Children with Disabilities served by the Child Welfare System. This cross-sector workgroup identified risk factors of children with disabilities in the child welfare system, analyzed the scope and experience of children with disabilities in the child welfare system, articulated the strengths and challenges of the current child welfare system in serving children with disabilities, explored practices in other states and made recommendations to DCF about steps to improve services for children with disabilities. Recommendations included: increase evidence-informed education programs to parents and professionals who work with these children and families about the heightened risk for maltreatment; strengthen the identification of disabilities through improved data sharing across the child welfare, K-12, and Medicaid systems; strengthen training for child welfare workers on best practices; and update child welfare standards to incorporate best practices and strengthen coordination between the child welfare and children's long term care systems. The workgroup met monthly from June through December, 2017. The workgroup report can be found at: <https://dcf.wisconsin.gov/files/cwportal/reports/pdf/act365.pdf>.

DCF Opioid Steering Committee

As directed by Executive Order from the Governor in October 2016, the DCF established a broad-based Opioid Steering Committee composed of representatives from DCF, the state public health agency, the state substance

abuse agency, the courts, counties, Tribes, law enforcement, the medical profession, service providers, and a person with lived experience. The DCF Opioid Steering Committee was charged with developing an understanding of, and strategies to address, opioid and other drug abuse issues that affect child safety. The Steering Committee met on a monthly basis from January to December, 2017. The Opioid Steering Committee used the framework recommended by the National Center on Substance Abuse and Child Welfare, which examines the following five points of intervention: Pre-pregnancy, Prenatal, Birth, Neonatal, and Childhood and Adolescence. Most of the recommendations are being implemented through passage of recent state legislation, Governor's Executive Orders, and DCF policies.

Trauma

From 2011-18, Wisconsin's focus on trauma was championed by the state's then-first lady, Tonette Walker who led a public-private initiative called Fostering Futures. The goal of Fostering Futures was to incorporate trauma-informed principles into the policies, practices, and culture of child and family-serving systems in Wisconsin, including the child welfare system. From 2011-18, Fostering Futures completed the following three Phases of work:

- Phase I (January 2013- April 2015): Three selected communities, the urban Harambe neighborhood in Milwaukee, rural Douglas County, and the tribal Menominee Nation engaged in a community-wide facilitated process with the purpose of raising public awareness about the prevalence and impact of childhood trauma and incorporating trauma-informed principles into their family and child-serving systems.
- Phase II (April 2016-October 2017): 13 county human services agencies and 7 state agencies received training, peer learning opportunities, and technical assistance from the National Council on Behavioral Health based on its curriculum for the purpose of engaging in organizational culture change to become trauma-informed agencies.
- Phase III (January 2018-December 2018): An additional 9 counties, 2 Tribes, 2 state agencies, and 2 private sector agencies joined Fostering Futures. Phase III agencies and continuing Phase II agencies received training, peer learning opportunities, and technical assistance from Fostering Futures staff and coaches using a curriculum developed by Fostering Futures.

An evaluation completed by an external research firm at the end of Fostering Futures Phase II found that "the dynamics of agency workforces were transformed" and "there are early indications of impact at both the policy and consumer levels."

Cross-Systems Collaborations Targeted to Well-Being Outcomes

Health

The DCF and the Wisconsin Department of Health Services (DHS) collaborate closely to improve the quality, access, and timeliness of health care services to children and youth in OHC through the implementation of a Medicaid medical home service delivery model called Care4Kids. The Care4Kids program provides comprehensive, coordinated care for children and youth in foster care tailored to each child's individualized needs. Other collaborative health projects include: automation of Foster Care State Medicaid certification for children in out-of-home care, and the Children's Behavioral Health Project, which encourages appropriate utilization of psychotropic medications for Medicaid children and youth, and the use of Coordinated Service Teams to coordinate care for children and youth in multiple systems of care.

Education

The DCF collaboration with Department of Public Instruction (DPI), the state education agency, to improve the educational outcomes of children and youth in the child welfare system has grown over the last five years. In

2017, the relationship between DCF and the DPI was strengthened, as both departments began implementing the requirements of the Every Student Succeeds Act (ESSA).

In the last five years, the DCF and the DPI have been involved in several collaborations launched an educational portal that provides child welfare workers with data in the educational system for children on their caseloads. This portal is used to facilitate improved understanding of the needs and experiences of children. In partnership with the University of Wisconsin-Madison, DCF and DPI continue to engage in research about the educational outcomes of children in OHC to inform policy development.

DCF also extensively coordinated with DPI to implement key elements of the Every Student Succeeds Act. This coordination included issuing joint guidance to promote best practices around school stability including core factors that should be considered, such as student and parent preferences, student safety and educational needs in addition to supplemental considerations such as how many schools the student has attended, meaningful relationships with staff and peers at a school, travel time to a school and what schools a child's sibling attends.

Additional materials developed by the DCF are focused on transitions between schools for child welfare children and families and how to best promote and support educational success. These include:

- A Desk Guide – “Promoting School Success for Children in Foster Care” - <https://dcf.wisconsin.gov/files/cwportal/fc/fcschoolsuccess-dskguide.pdf>
- The “Education Passport” for the purpose of improved and easily accessible information that can guide schools and child welfare agencies when a child needs to change schools - <https://dcf.wisconsin.gov/files/mcps/policy-resources/2015-passport-form-example.pdf>.

In addition, online information is available for schools and communities about who to contact in particular counties that is identified as the education liaison for the child welfare agency through the Education Points of Contact Map - <https://dcf.wisconsin.gov/map/essa>

Youth Employment and Post-Secondary Education

Over the last five years, DCF and DWD have collaborated on a variety of initiatives. In the last year, DCF forged a closer collaboration with the Department of Workforce Development (DWD) to identify and better connect youth aging out of care and at-risk youth to programs that help build important educational and employability skills through expanded opportunities made available by the Wisconsin Innovation and Opportunity Act (WIOA) Youth Project.

The DCF is engaged in collaboration with other state agencies and external stakeholders to promote the employment of youth with disabilities who are on the Supplemental Security Income (SSI) program. Led by the DWD, the collaboration successfully applied for and is now implementing the PROMISE federal demonstration grant from the Department of Education, which is designed to increase the education, career, and income outcomes of children and youth with disabilities receiving SSI and their families.

The DCF worked with the DWD to align services with Workforce Development Boards and the Youth Service regions. In addition, the DCF secured a partnership with a local business, Culver's Restaurant, to promote the hiring of foster youth and support partnerships between Culvers and county child welfare agencies. To help promote positive work experiences for youth with trauma histories, DCF also created a brochure for employers entitled, “Being a Trauma-informed Champion in the Workforce.” <https://dcf.wisconsin.gov/files/publications/pdf/5189.pdf>

Since 2001 the DCF has had a cross-system collaborative workgroup to promote the enrollment of former foster youth in post-secondary education. The Foster Youth to College (FYC) advisory group is composed of professionals from child welfare, private colleges, technical colleges, the state university system, and the DPI.

Early Childhood

The DCF Secretary and the Superintendent of the DPI co-chair the Early Childhood Advisory Council (ECAC). The ECAC is a high level stakeholder group comprised of public and private leaders that provides advice on the strategic direction for the state's efforts to promote early childhood development. The ECAC has developed a cross-system agenda with the overall goal of having all young children be safe, healthy, and successful. The Division Administrators for the Division of Early Care and Education and Safety and Permanence serve on the Early Childhood Advisory Council. Over the last five years, the ECAC has discussed areas of services that are critical collaborations for early childhood and child welfare, such as improving the quality of child care for children in the child welfare system, home visiting programs and other early childhood and child welfare collaborative efforts.

Collaboration to Strengthen Parent and Youth Voice

Over the last five years, the DCF participated in the Wisconsin Children's Mental Health Collective Impact Initiative led by the Office of Children's Mental Health and launched in 2015. The purpose of this effort is to integrate parent and youth voices in policy and program decisions. The collective impact framework brought staff from a wide variety of organizations together, including staff from several state departments and agencies, to examine data to identify root causes, develop a common agenda and identify shared measures across systems to gauge progress. The ten parents and five youth involved bring decades of lived experience to the effort. Parents co-chair each of the committees. With the parent and youth guidance and support, the DCF and other state agencies will be able to better recognize gaps in services, failing programs and unhelpful or cumbersome policies and practices.

Youth Advisory Council

The WI Youth Advisory Council (YAC) continues to bring the voices of youth currently and formally served in the child welfare system to the table to advise DCF and strengthen youth advocacy skills. In 2017, the YAC – which is also a Citizen Review Panel in WI – organized and held its second annual Hands Around the Capitol event to bring awareness of foster care to the forefront during National Foster Care Awareness Month. The event was a huge success and was covered by local media outlets.

Youth Leadership Teams

In the fall of 2016, the DCF launched four "Youth Leadership Teams," covering all parts of the state, to involve young people who have had involvement with the justice system (past or present) to share their perspectives and give input. Thirteen founding partners that are counties or youth-serving organizations support these for teams. Initial areas of priority based on statutory mandates and stakeholder feedback are the selection and implementation of a statewide risk/needs assessment, basic intake worker training modernization, initial phase data collection, and work on tailored and effective court orders.

Each meeting has three core activities: (1) give input to DCF, (2) develop and strengthen leadership skills, and (3) work on a project of the team's choosing to help improve the youth justice system. At all meetings, young people have been actively engaged. Adult supporters, ranging from social workers, mentors, therapists, biological parents, and foster parents, have also found value in the meetings. Evaluations from the young people indicated that they felt their time was well spent. One young person said the best part of the meeting was "feeling our voices matter." Young people may apply to join a team at any time by filling out the online application. More details on the teams and this process can be found in the following report describing efforts: <https://dcf.wisconsin.gov/files/cwportal/yj/pdf/yjt-youthvision.pdf>

Relative Caregiver Stakeholders

As required under the FY2018 Kinship Navigator Funding under title IV-B, subpart 2, DCF created a group of relative caregivers to advise the Kinship Navigator program creation in Wisconsin. This group met monthly either by phone or in-person and subcommittees meet as needed. It is comprised of family members who are involved in child welfare and those who are not and includes families both temporarily and permanently providing care to relative children. This lived experience offers a wealth of information to continue to build infrastructure and provide feedback. The group uses the plan approved by ACF as our focus. Areas the group is providing input include our relative caregiver support group application process, evaluation of the support group applications, the navigation tool topics and information, planning our relative caregiver conference, development of training for relative caregivers and agency caseworkers, and various other topics.

Engaging Families

In the last five years Wisconsin worked to engage a group of birth parents through outreach beginning in 2017 that continues today. These efforts resulted in Wisconsin securing a very high percentage of birth parents in the birth parent interviews as part of the 2018 CFSR process. This information yielded valuable information that will be included in designing the PIP that has a family engagement initiative included that is described in the 2020-2024 CFSP. In addition, DCF collaborated with CANPB to ensure coordination with other family voice efforts.

Collaboration to Support the Child Welfare Workforce

The DCF Bureau of Regional Operations (BRO) supports regular regional meetings that are used to share information with county child welfare supervisors. The supervisors use the meetings to talk about child welfare workforce recruitment and retention issues. Supervisors can provide peer support to each other at those meetings. In addition, information is shared about child welfare worker training at the regional meetings. The regional meetings are limited to child welfare supervisors.

In the last five years, collaborations have included:

- Participating in a Wisconsin County Human Services Association (WCHSA) led workforce recruitment and retention workgroup that has met over the last couple of years to make recommendations for statewide strategies to improve child welfare worker recruitment and retention. The committee and the DCF conducted a worker intent-to-leave survey, developed child welfare worker recruitment videos, and continued to work on an effective centralized recruitment strategy to improve the availability and retention of child welfare workers state-wide.

Other Cross-System Collaborative Efforts

The DCF Secretary or Secretary's designee served on additional statewide Councils and Workgroups that promote cross-system collaboration and coordination including: the State Council on Alcohol and Other Drug Abuse; the Wisconsin Council on Mental Health, the Council on Offender Reentry, and the Criminal Justice Coordinating Council. DCF staff have served on the Department of Justice Multidisciplinary State Task Force on Children in Need, as required under sections 107(b)(2) and 107(c)(1) since 1991. This is a key component of Wisconsin's plan to comply with the Children's Justice Act.

Citizen Review Panels

Consistent with CAPTA requirements for citizen review panels (CRP), Wisconsin has eight panels:

- Marathon County Citizen Review Panel
- Outagamie County Citizen Review Panel
- Milwaukee Partnership Council
- Wisconsin Youth Advisory Council
- St. Croix County Citizen Review Panel
- Polk County Citizen Review Panel

- Langlade County Citizen Review Panel
- Jefferson County Citizen Review Panel

All panels fulfilled their responsibilities under CAPTA over the last five years regarding meetings, mission, and submission of annual reports. Each panel received CAPTA funds in the amount of \$10,000 to support their activities, which includes sending panel members to the annual National Citizen Review Panel Conference.

The panels benefit from participation in the national conference and are engaged in locally driven activities. Increasingly, all panels have been active in promoting child abuse prevention. The Youth Advisory Council has actively led the “Hands Around the Capitol” event over the last two years in May which is focused on generating awareness of the importance of becoming a foster parent and supporting older foster youth and the foster care system in general.

For more information about each panel’s 2018 activities, please see the citizen review panels’ annual reports and DCF responses online at <https://dcf.wisconsin.gov/prevention/crp>.

Court System Collaboration

In the last five years, the DCF and the Wisconsin Director of State Courts Office (DSCO) continued to build on the long-standing, strong collaboration to support the jointly-held goal of improving the safety, permanency, and well-being of children, youth, and families in our state. The two entities are regularly engaged in joint child welfare program planning, policy and legislative development, and improvement activities. The DCF Secretary serves as a member of the Wisconsin Commission on Children, Families and the Courts, which is a broad-based stakeholder advisory body that provides input on court improvement projects and child welfare related policies and activities.

The Child Safety Decision-Making Subcommittee of the Wisconsin Commission was established to improve the well-being of children in Wisconsin by implementing consistent safety practices across the state and ensuring that all stakeholders have necessary and sufficient information to determine when a child should be removed and when the child should return home. This multidisciplinary committee is comprised of state, county, and tribal representatives working in the child welfare and court systems. The Subcommittee also serves in a leadership and advisory role and makes recommendations related to development of policy, resource materials, statutory changes, and training curricula. Examples of work in the last five years include creation of the Child Safety Decision-Making Model to educate child welfare, court, and legal professionals on child safety, create common language across these disciplines regarding child safety, and implement consistent child safety practices across the state of Wisconsin. The Model was piloted in three counties: Waukesha, Jackson, and La Crosse, with additional multi-disciplinary training sessions occurring in several other counties and conferences.

The DCF utilized the Wisconsin Commission on Children, Families, and the Courts, the Wisconsin Judicial Committee on Child Welfare, and other committees staffed by the Children’s Court Improvement Program (CCIP) to provide agency updates to and solicit input from judicial officers, attorneys, and other stakeholders regarding legislation and policies. Discussion topics have included the Anti-Human Trafficking Task Force, youth justice issues, Three Branch Institute on Improving Safety and Preventing Child Fatalities, Every Student Succeeds Act, Child and Family Services Review (CFSR), and Program Improvement Plan (PIP). They have also provided input on the Child and Family Services Plans (CFSPs) and Annual Progress and Services Reports (APSRs).

In addition, staff from CCIP and/or circuit court judicial officers participated in a number of committees staffed and led by the DCF, such as the Child Welfare Continuous Quality Improvement Advisory Committee, Wisconsin’s DCF Opioid Steering Committee, Title IV-E Waiver Advisory Group, OHC and Adoption Committee, Secretary’s Juvenile Justice Advisory Council, Anti-Human Trafficking Task Force and Implementation Advisory Workgroup, and the Program Improvement Plan Advisory Group.

The Department values and is committed to strong collaboration with the judicial branch and the CCIP. The Department will continue to include CCIP representatives as part of CFSR/PIP and Title IV-E activities and the development of the CFSP and APSR. The DCF also shares AFCARS and eWiSACWIS administrative data with CCIP on an ongoing basis.

In addition to ongoing collaboration, over the last five years the following areas of practice have been impacted in coordination with CCIP.

- The CCIP and the DCF worked in partnership to advance the implementation of trauma-informed care practices in the court and child welfare systems throughout the state. Examples of these efforts include: (1) co-sponsoring the 2015 Conference on Child Welfare and the Courts: Moving Toward a Trauma-Informed Wisconsin. The conference built awareness of the impact of trauma and provided resources to respond in an effective manner to children and families. It was attended by multidisciplinary teams of professionals, representing 58 counties, 9 tribes, and multiple state agencies that met during the conference to create an action plan to implement in their community or organization; and (2) providing regional Trauma-Informed Care Peer Learning Collaborative training events in 2016, where judicial, legal, and child welfare professionals learned about practical steps to address trauma, shared solutions-based ideas and innovative projects, and continued to develop an action plan to integrate trauma-informed practices in their county or tribe.
- The CCIP and judges from Milwaukee County partnered and received support from the National Council of Juvenile and Family Court Judges for Milwaukee County to become a Project ONE demonstration site. Project ONE stands for One Family/One Judge, No Wrong Door, and Equal and Coordinated Access to Justice. Project ONE seeks to develop a holistic approach to addressing the needs of children and families in the court system no matter which jurisdictional “door” of the courthouse – family law, child welfare, domestic violence, juvenile justice, etc. – they enter. Milwaukee County was selected to be one of six jurisdictions from across the country to assess current practice and pilot new approaches that maximize judicial coordination across case types to promote positive outcomes and prevent unnecessary court involvement. The court system continues to work closely with the Division of Milwaukee Child Protective Services (DMCPS) as part of the multidisciplinary advisory committee that is currently focusing on the issue of dual-status youth.
- In April 2017, the CCIP and the DCF initiated a joint, data project related to TPR Timeliness. Based on a specialized case review and data exploration, the CCIP and the DCF will work together to develop and provide best practice protocols, tools, training, and peer support so that attorneys, caseworkers and judicial officers improve their knowledge and skills and improve practice and oversight and assure that concurrent planning is meaningful, effective, and actively engaged in earlier so that permanency can be achieved more quickly if reunification is not in the child’s best interests. See Item 23 below for additional information.

Collaboration with Children’s Justice Act Partners

DCF collaborated with the Department of Justice Children’s Justice Act (CJA) Program over the last five years in several ways to meet shared goals of the child welfare system and CJA program including addressing areas of trafficking and exploitation in the child welfare system.

In addition, the DCF has staff on the Children’s Justice Act Council, Division leadership serves on the Department of Justice Child Maltreatment Task Force, and DCF’s Anti-Human Trafficking Coordinator shared information and collaborated with DOJ on a wide range of efforts related to Wisconsin’s anti-human trafficking goals and objectives.

Collaboration Across Government Branches

Over the last five years Wisconsin was selected to participate in the Three Branch Institute on Improving Child Safety and Preventing Child Fatalities in 2016-2017. Wisconsin's team for the Three Branch Institute was composed of members of the Executive Branch (DCF and CANPB), legislators from both parties, and members of the judicial branch (CCIP Director and a judge). The team developed an action plan that included: the development of a predictive risk model and strategies to provide timely and effective intervention to high risk families that touch, but do not enter the child welfare system; the implementation of the Collaborative Safety Services model that reviews child maltreatment deaths and near deaths in a more systemic, trauma-informed manner; the implementation of a bi-partisan legislative caucus; support for the judicial safety decision-making pilots; and, the establishment of a Statewide and DCF Opioid Task Force. Participation in the Three Branch Institute enabled Wisconsin to accelerate the momentum of existing safety efforts and engage in thoughtful planning of new initiatives to strengthen child safety.

Wisconsin participated in two prior National Governor's Association (NGA) Three Branch Institutes. In recognition of the negative impact of adverse childhood experiences, Wisconsin applied for and was accepted to participate in the 2013 National Governors Association Three Branch Institute on Child Social and Emotional Well-being. The core team attending the Institute included the Wisconsin First Lady, the DCF Secretary, the Deputy Secretary of DHS, the CEO of a community-based family-serving organization, state legislators, and members of the judiciary. Wisconsin used the Three Branch Institute to support and advance the work of Fostering Futures, which is an initiative to strengthen the use of trauma-informed principles in child and family serving systems. Fostering Futures continues to be the umbrella for Wisconsin's efforts to expand an effective and comprehensive approach to addressing the trauma needs of the child and adult populations in Wisconsin.

In recognition of the unique challenges faced by vulnerable youth, Wisconsin applied for and was accepted to participate in the 2011 National Governors Association Three-Branch Institute on Improving Outcomes for Adolescents in the Child Welfare system. The eight-person core team attending the Institute included the Secretary and members of DCF, senior management from DOC, state legislators, and members of the judiciary. A number of key action items were an outgrowth of this Three Branch Institute including the creation of a video featuring foster youth used as a training tool with judges to promote youth engagement in court processes and the establishment of a Bureau of Youth Services within the DCF to provide heightened focus and coordination on supports and services for foster youth and other vulnerable youth.

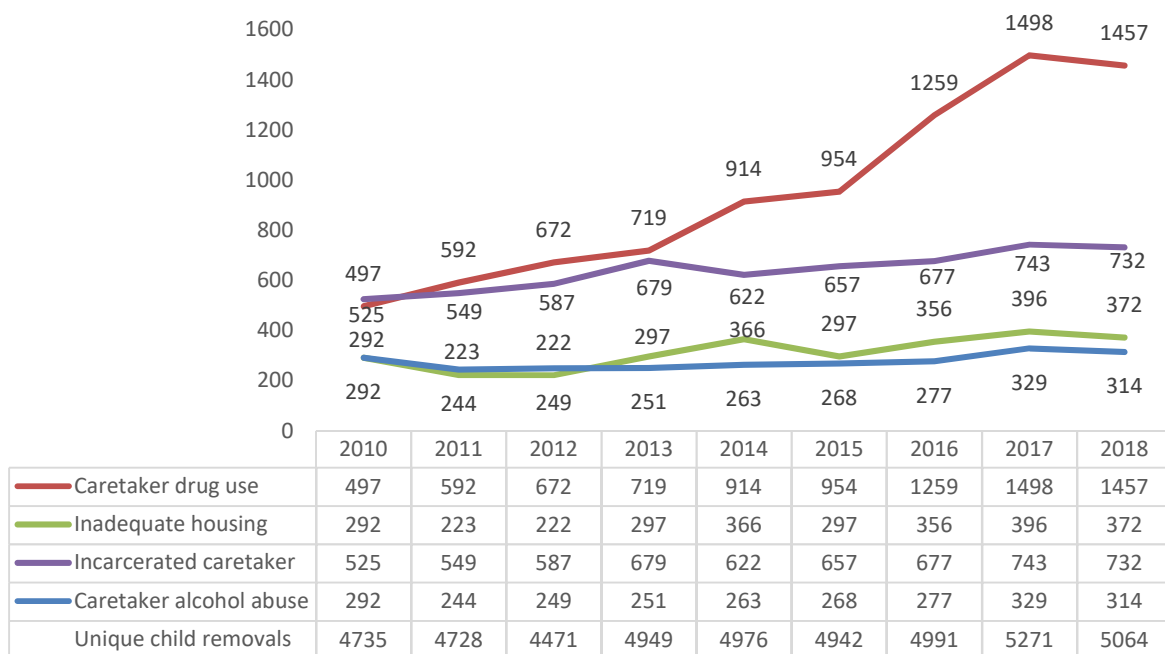
2. Updates on Assessment of Performance, the Plan for Improvement and Progress to Improve Outcomes

Final Assessment of Performance – Progress to Improve Outcomes

This section provides data for the last five years related to the performance outcomes related to safety, permanency and well-being. In this time frame and prior to 2015, Wisconsin has experienced a significant increase in out-of-home care cases. After falling steadily from 2000 to 2012, the number of children in out-of-home care began increasing sharply after 2012 and has risen from 6,255 in December 2012 to 8,038 in June 2018. The increase has been especially sharp in BOS counties where the out-of-home care caseload grew from 3,977 in December 2012 to 5,514 in June 2018, for an increase of 41%. The DCF attributes this increase to an increase in substance abuse that began earlier in Milwaukee and later became widespread outside of Milwaukee.

Based on analysis of eWISACWIS administrative data shown in the graph below, the factor contributing most significantly to the rise in child welfare cases is parental drug abuse, which reflects the significant rise in opioid and methamphetamine use in the state. Both the number and proportion of removals due to parental/caregiver drug abuse has risen dramatically from 497, accounting for 10% of removals, in December 2010 to 1,457, accounting for 29% of removals, in December 2018. Research has shown that parental drug abuse-related child welfare cases are generally more complex than other child welfare cases, and therefore costlier in terms of caseworker time and services than other child welfare cases.¹

Statewide Removals due to Caregiver Drug Abuse, Caregiver Alcohol Abuse, Caregiver Incarceration, or Inadequate Housing
CY 2010 - CY 2018



¹ R. Ghertner, M. Baldwin, G. Crouse, L. Radel, and A. Waters, "The Relationship between Substance Use Indicators and Child Welfare Caseloads," *ASPE Research Brief*, Washington, DC: U.S. Department of Health and Human Services, Office of the Assistant Secretary for Planning and Evaluation, revised March 9, 2018. Available at <https://aspe.hhs.gov/pdf-report/relationship-between-substance-use-indicators-and-child-welfare-caseloads>.

Due to the sharp rise in caseload, workload on child welfare workers has increased significantly. Based on the discussions with stakeholders prior, during and after the CFSR, including county caseworkers and managers, a major root cause of any weaknesses in performance on case practice items, is the increased workload and caseloads on child welfare workers.

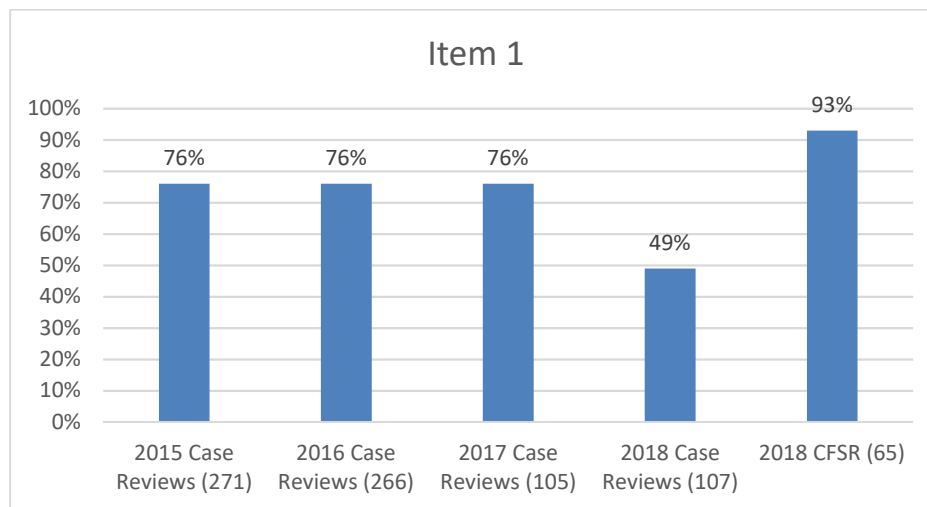
Child and Family Outcomes

This section represents data specific to each of the 18 safety, permanency and well-being case review data including the state 2018 CFSR results, performance on the CFSR national standards and available state administrative data for areas of safety, permanency and well-being that show performance over the last five years. A brief summary of final performance is provided for each of three outcome areas.

Safety Outcomes 1 and 2

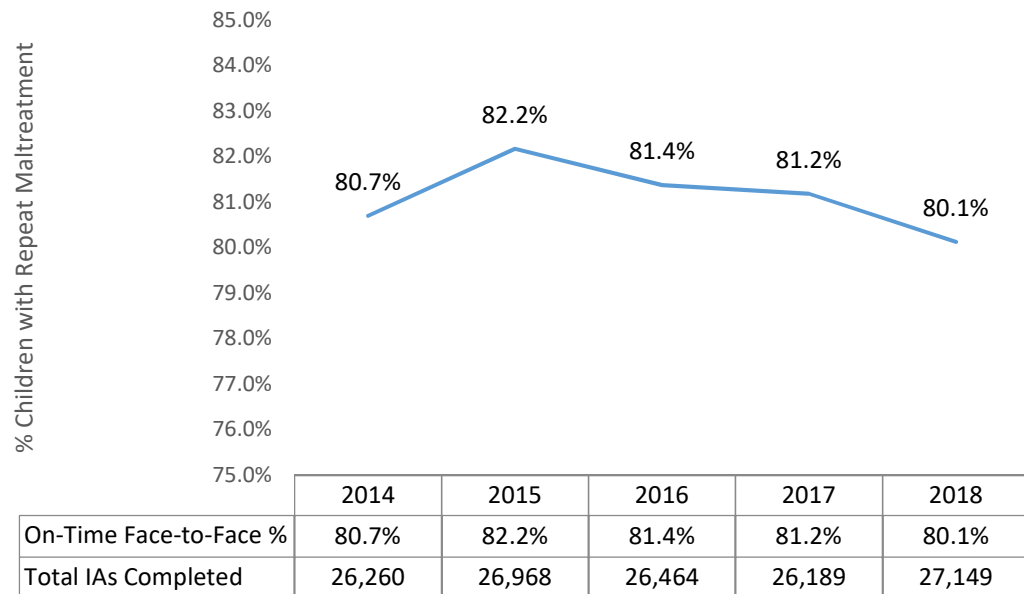
Safety Outcome 1

Item 1: Timeliness of Initiating Investigations of Reports of Child Maltreatment. Case Record Review Results. 2015-2018.

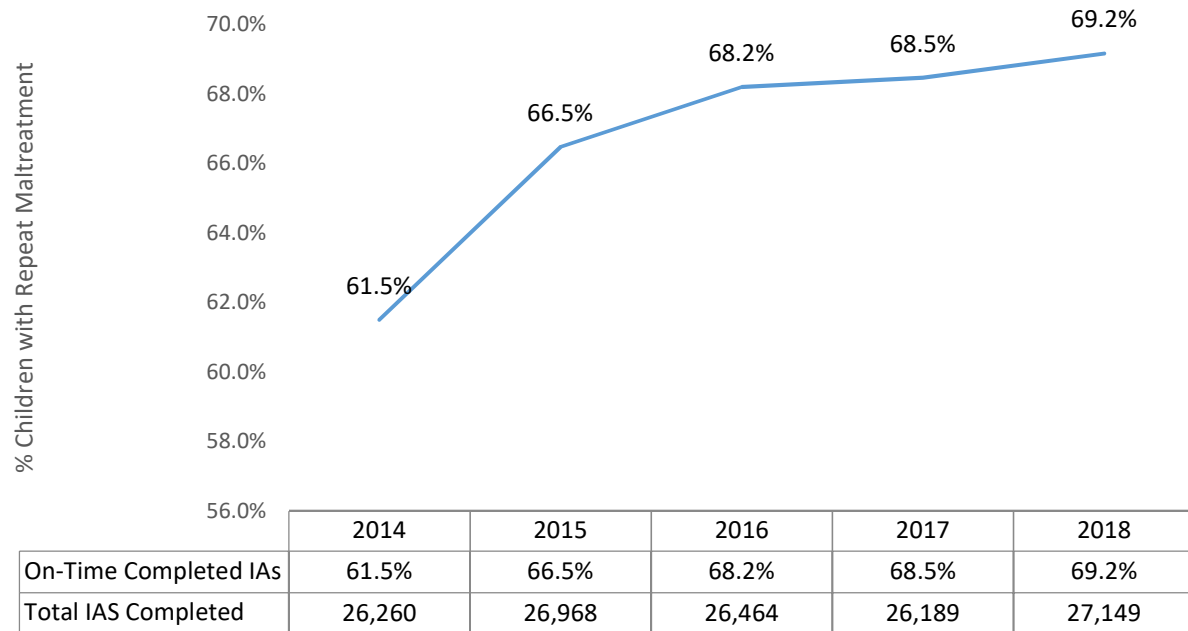


Administrative Data for Item 1

Timely Initial Face-to-Face Contact

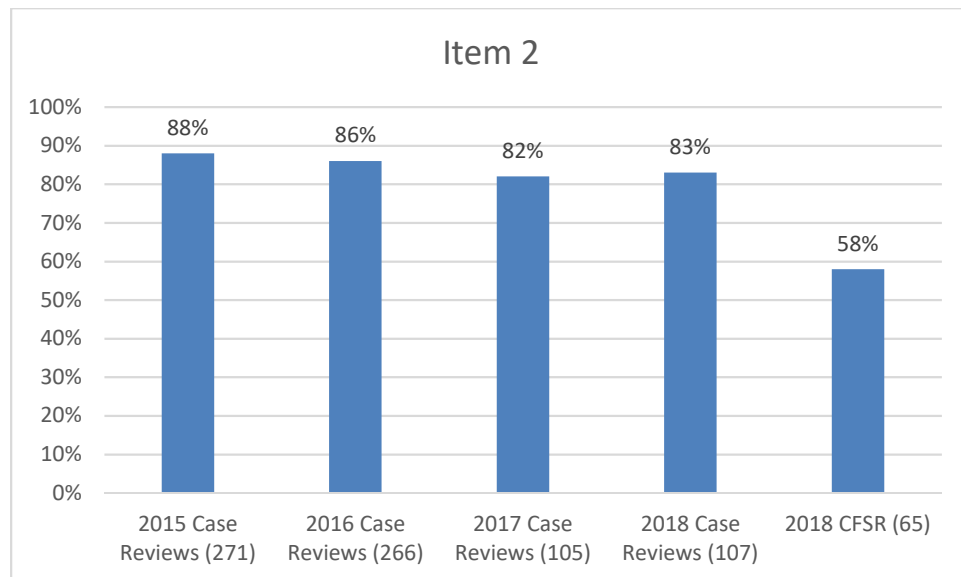


Timely Completion of Initial Assessments

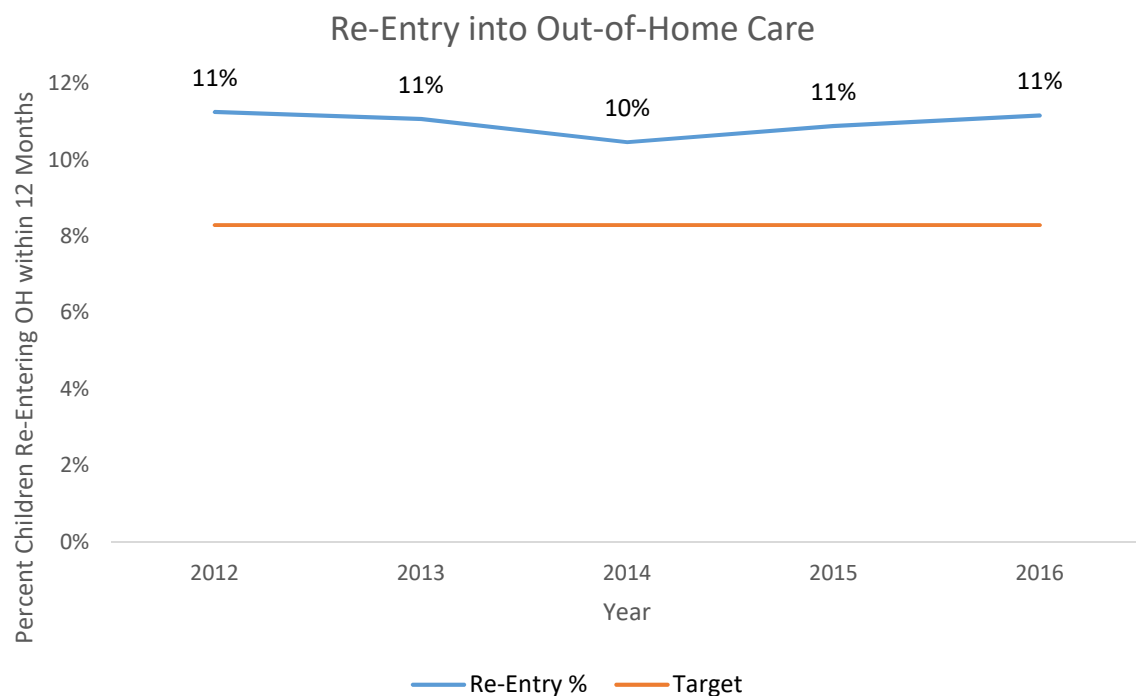


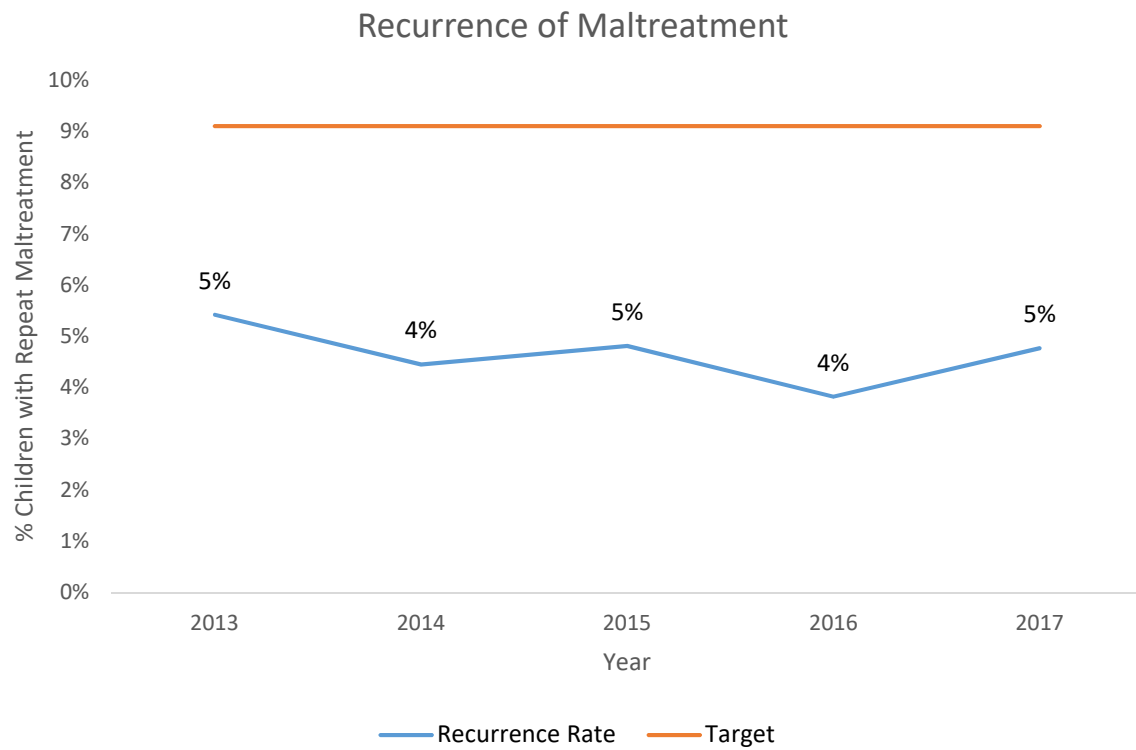
Safety Outcome 2

Item 2: Services to Family to Protect Child(ren) in the Home and Prevent Removal or Re-Entry into Foster Care. Case Record Review Results. 2015-2018.

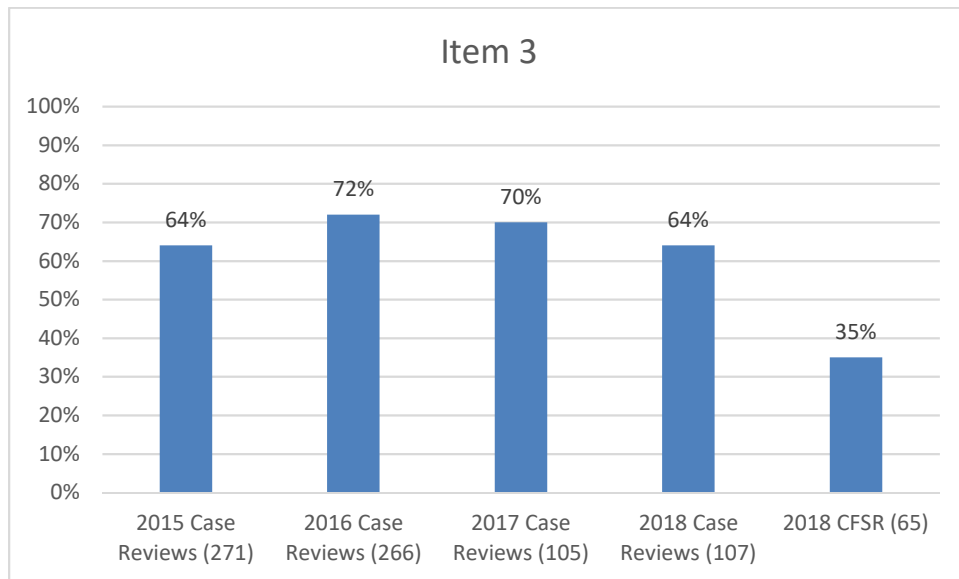


National Performance Data – CFSR 3 Measures

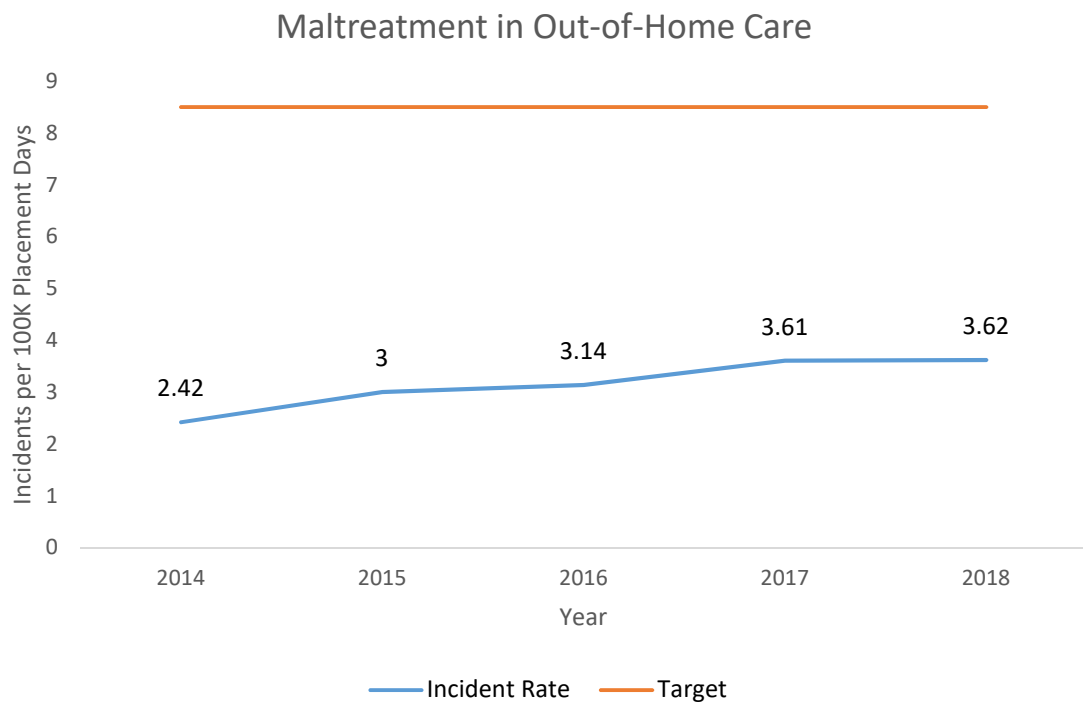




Item 3: Risk and Safety Assessment and Management. Case Record Review Results. 2015-2018.



National Performance Data



Administrative Data

Table: Safety Decision by Initial Assessment Disposition for Primary Caregiver CPS Initial Assessments: Calendar Year 2017

Initial Assessment Disposition	Safe		Unsafe		No Safety Decision		Total	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Case Closed	16,417	68.4%	123	0.5%	208	0.4%	16,748	69.8%
Case Closed – Child Safe and Referred to Community Services	2,842	11.8%	43	0.2%	157	0.3%	3,042	12.7%
Case Opened – Ongoing CPS Services: Petition	413	1.7%	2,110	8.8%	54	0.1%	2,577	10.7%
Case Already Opened – Ongoing CPS Services	313	1.3%	237	1.0%	20	0.0%	570	2.4%
Case Closed – Child Safe and Referred to Community Response Program	297	1.2%	2	0.0%	16	0.0%	315	1.3%
Case Opened – Ongoing CPS Services: Voluntary	286	1.2%	186	0.8%	5	0.0%	477	2.0%
Case Opened – Non-CPS Services	170	0.7%	9	0.0%	5	0.0%	184	0.8%
Case Opened – DMCPs Safety Services	6	0.0%	79	0.3%	0	0.0%	85	0.4%
Total	20,744	86.4%	2,789	11.6%	465	1.9%	23,998	100.0%

Five Year Summary for Safety Outcomes

DCF has extensively consulted with key stakeholder groups, families, foster parents, foster youth and others on the state's performance related to safety. This feedback will be captured in ongoing strategic planning that will continue to shape how the state addresses safety considerations. Stakeholders note that the Safety Services Program is a valuable tool in improving safety outcomes. Dashboards and other technical tools described above as well as clear policies for safety, protection and interaction are noted by stakeholders and partners as tools helping workers improve safety.

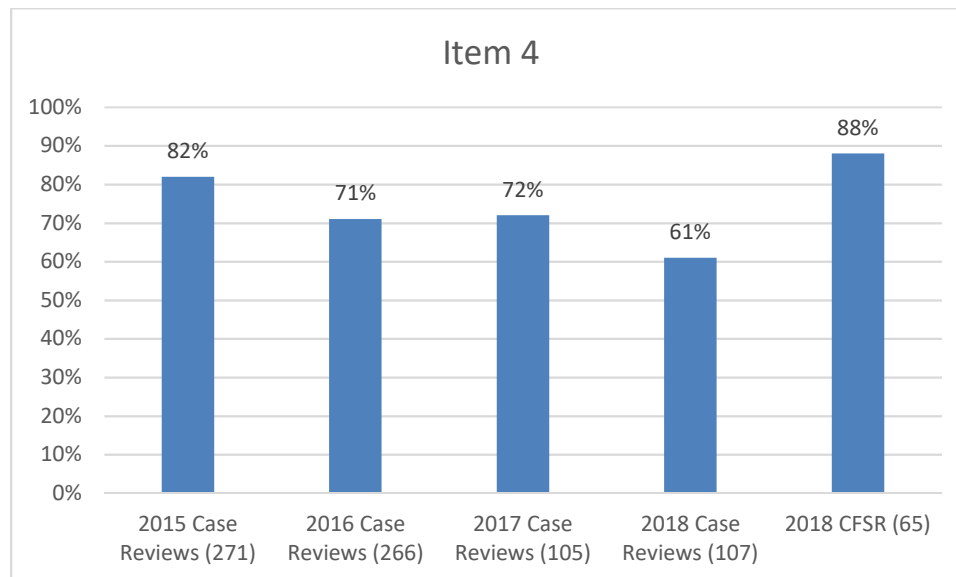
Because case review data is point in time data, over time comparisons can't be determined. Administrative shows performance holding steady over the last five years for face to face contacts and improving steadily for timely completion of initial assessments. National performance data shows that Wisconsin consistently performs better than the national standard and has improved performance over the five years.

Permanency Outcomes 1 and 2

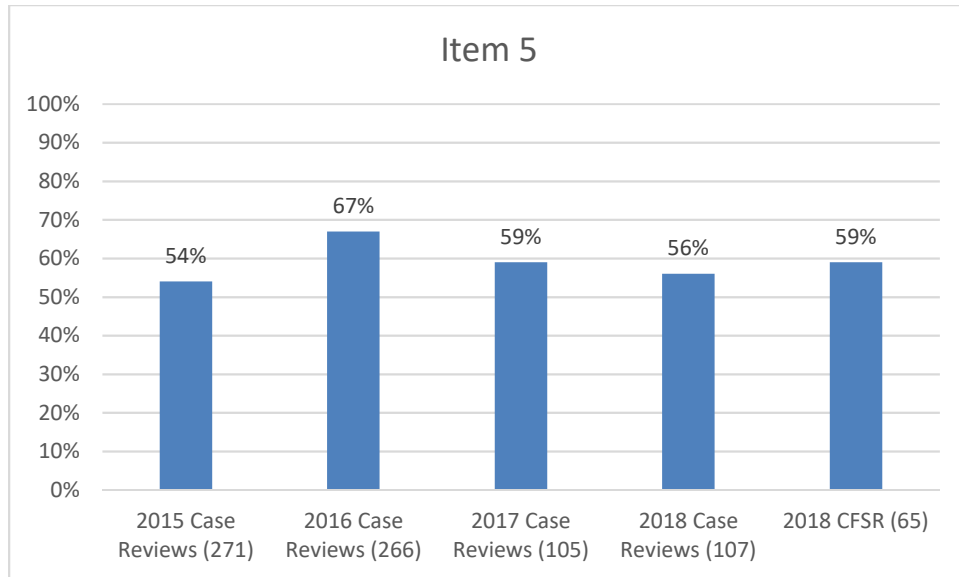
Permanency Outcome 1

Case Review Data

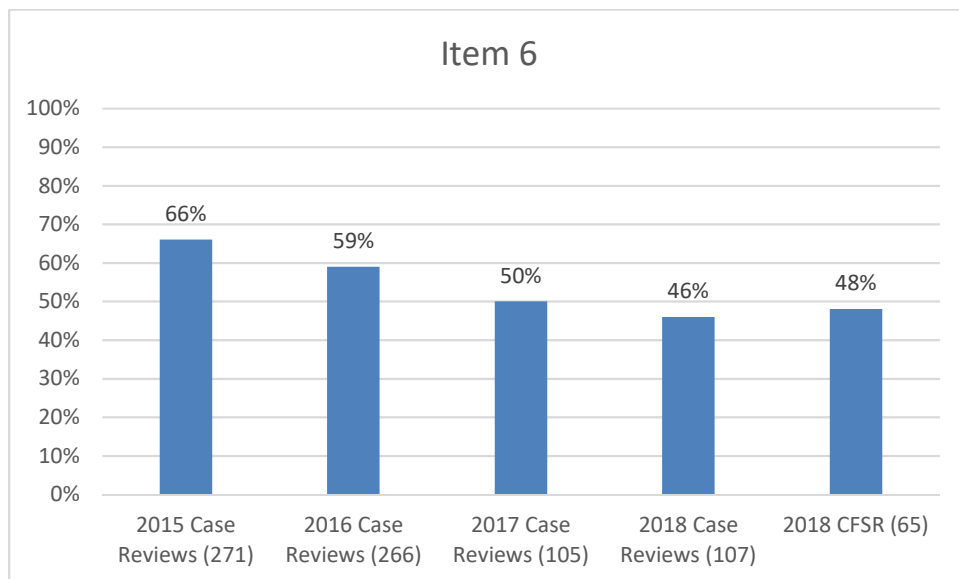
Item 4: Stability of Foster Care Placement. Case Record Review Results. 2015-2018.



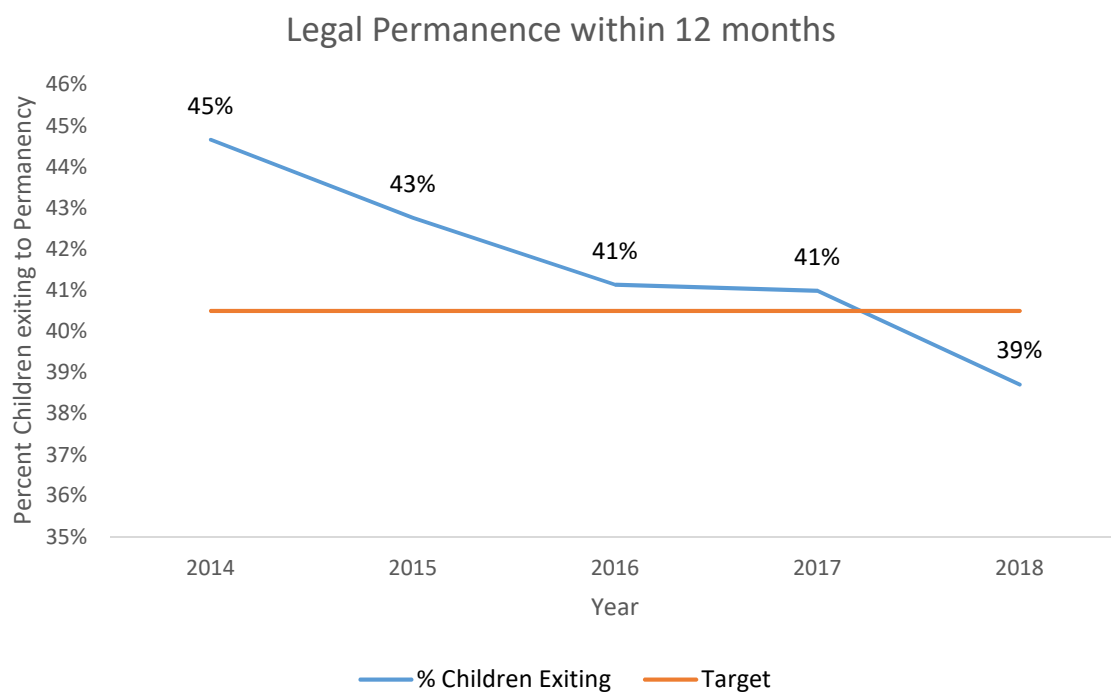
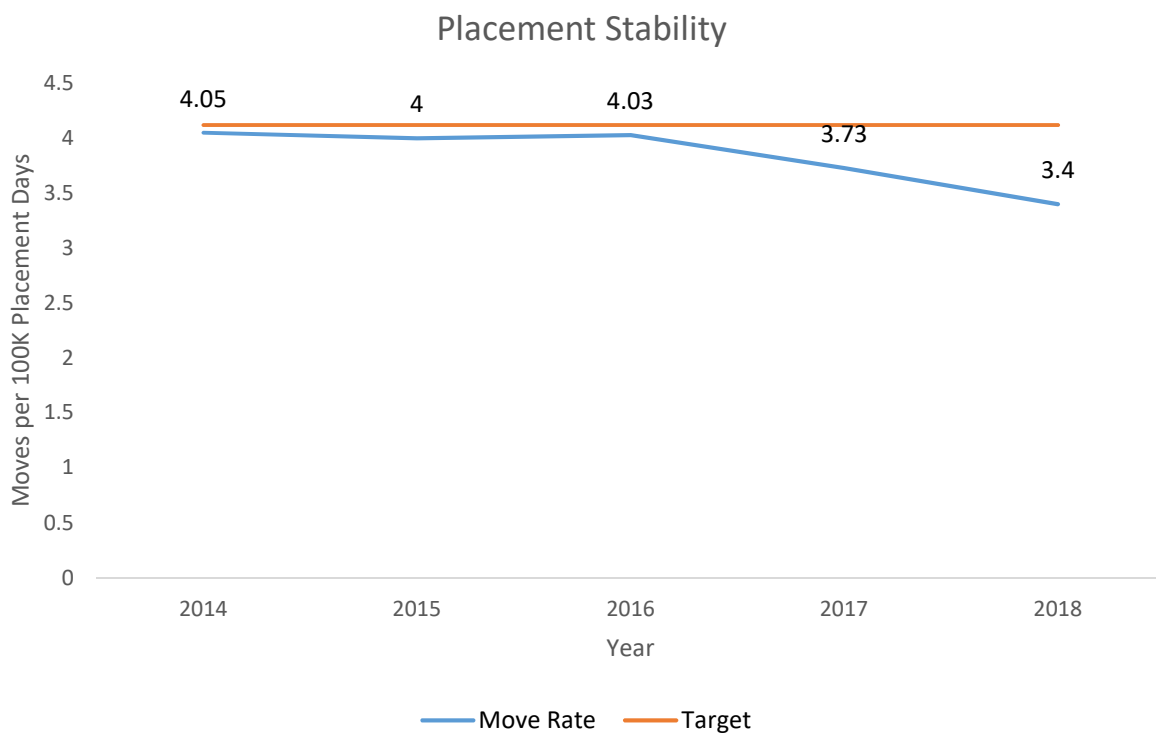
Item 5: Permanency Goal for Child. Case Record Review Results. 2015-2018.



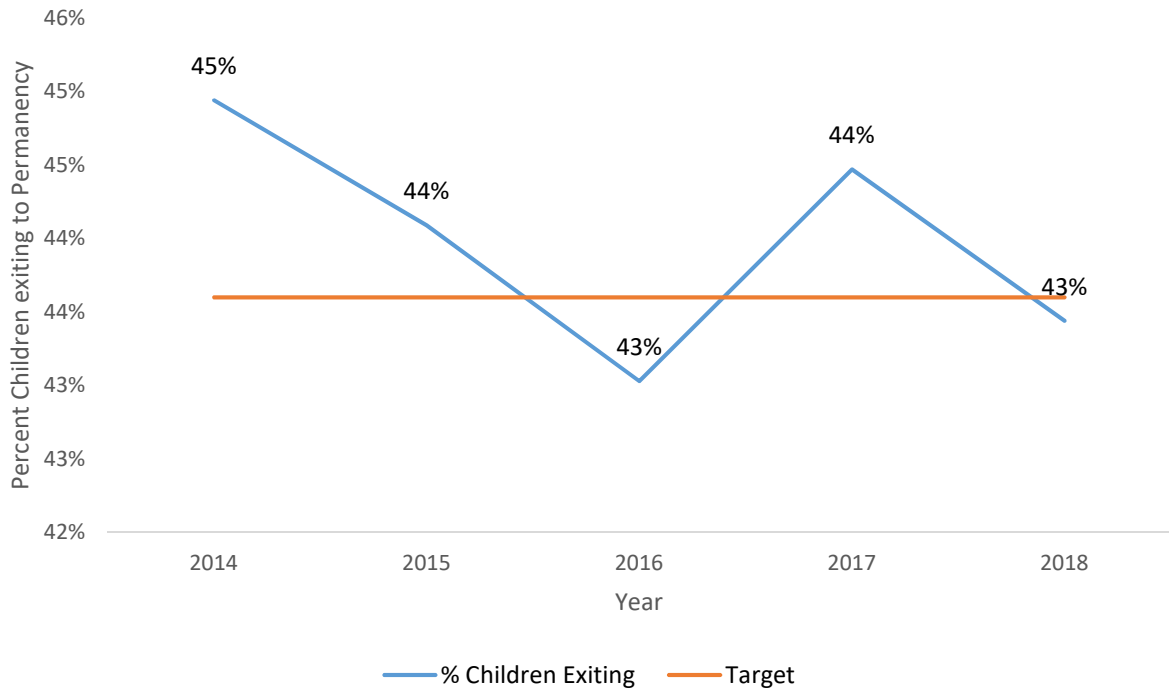
Item 6: Achieving Reunification, Guardianship, Adoption, or Other Planned Permanent Living Arrangement. Case Record Review Results. 2015-2018.



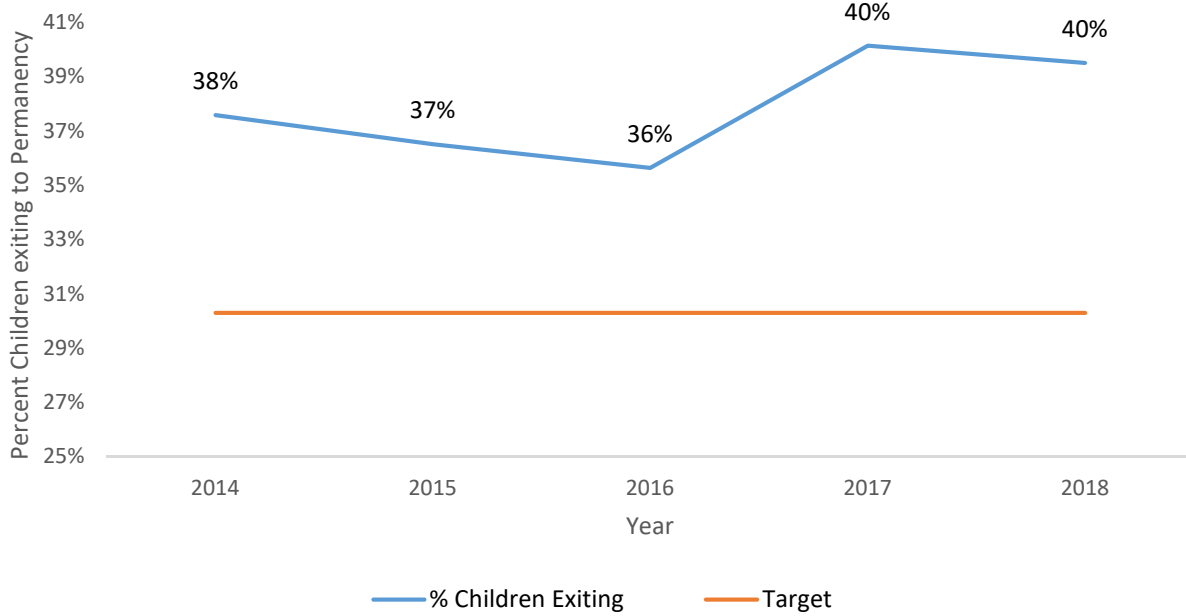
National Performance Data – CFSR 3

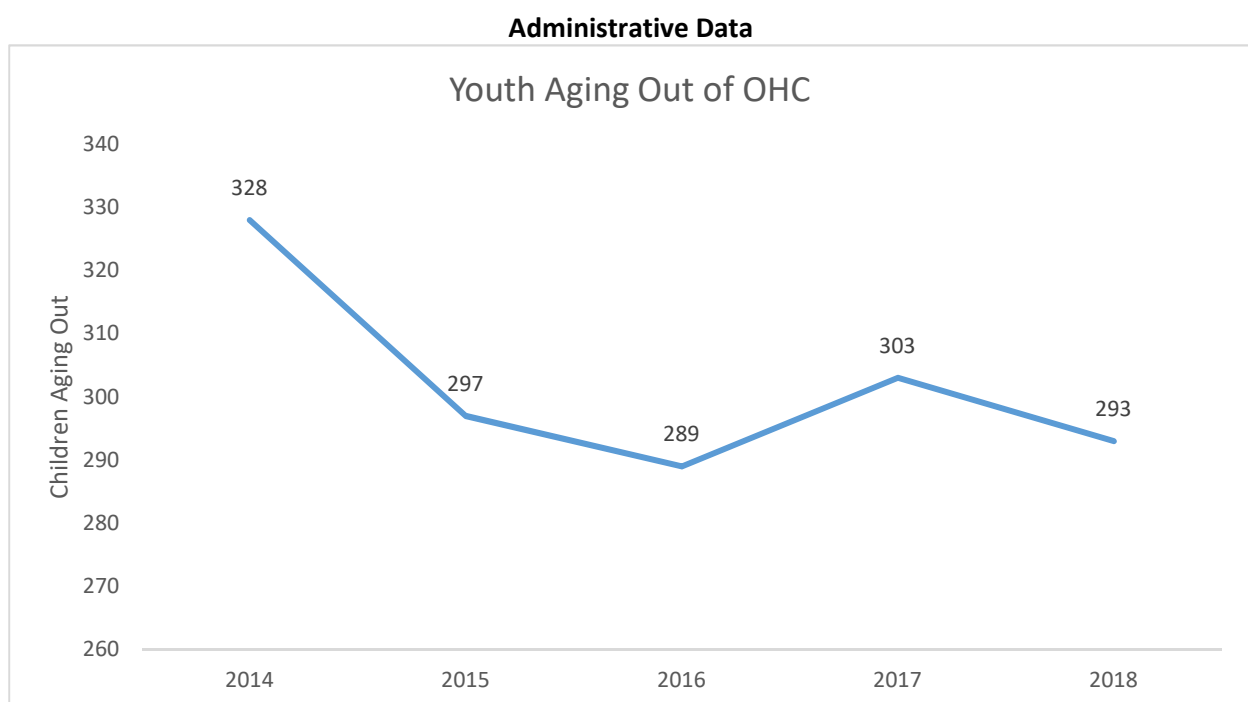
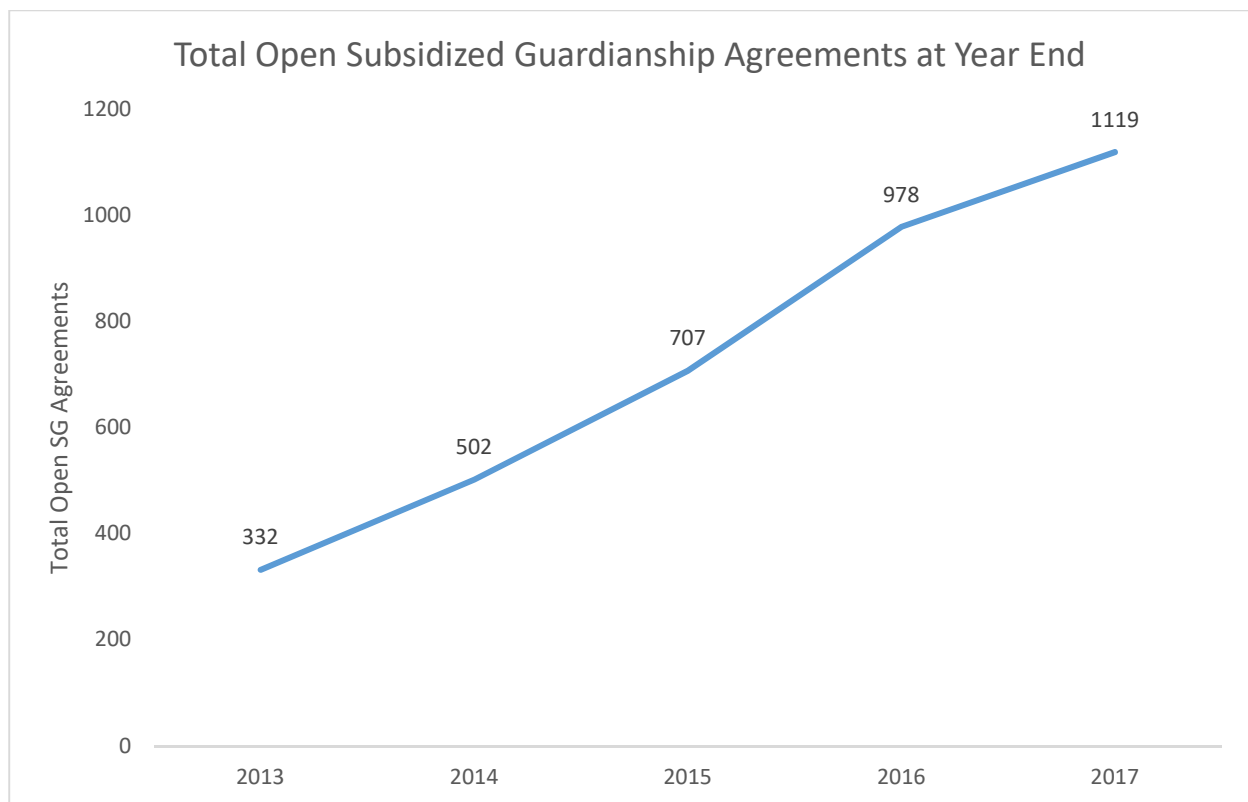


Legal Permanence 12-23 Months



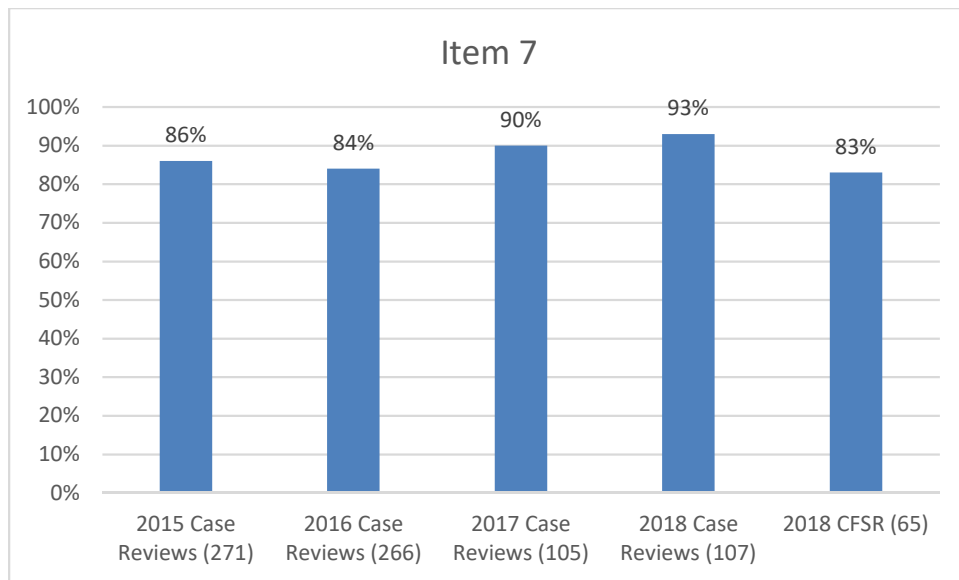
CFSR 3 - Legal Permanence in 24 months



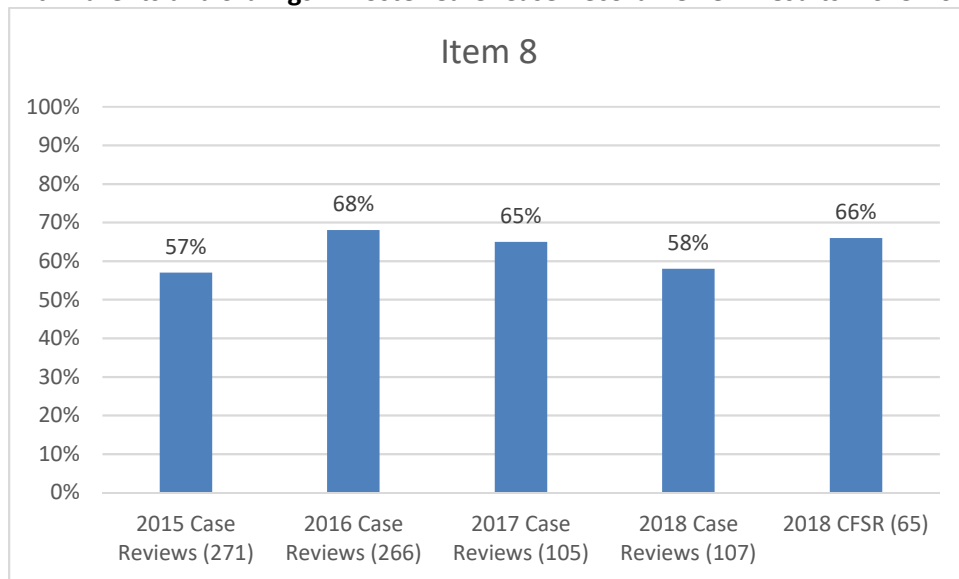


Permanency Outcome 2

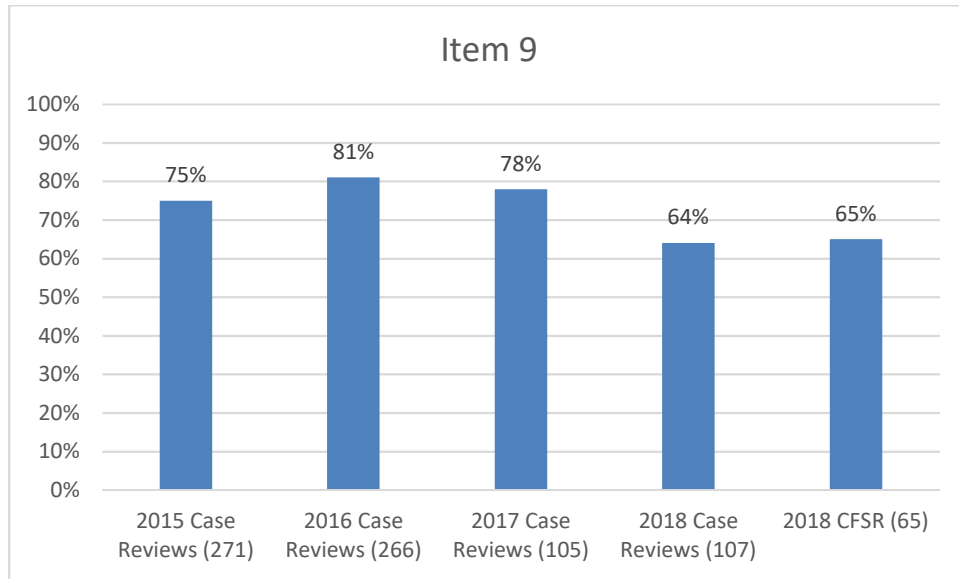
Item 7: Placement with Siblings. Case Record Review Results. 2015-2018.



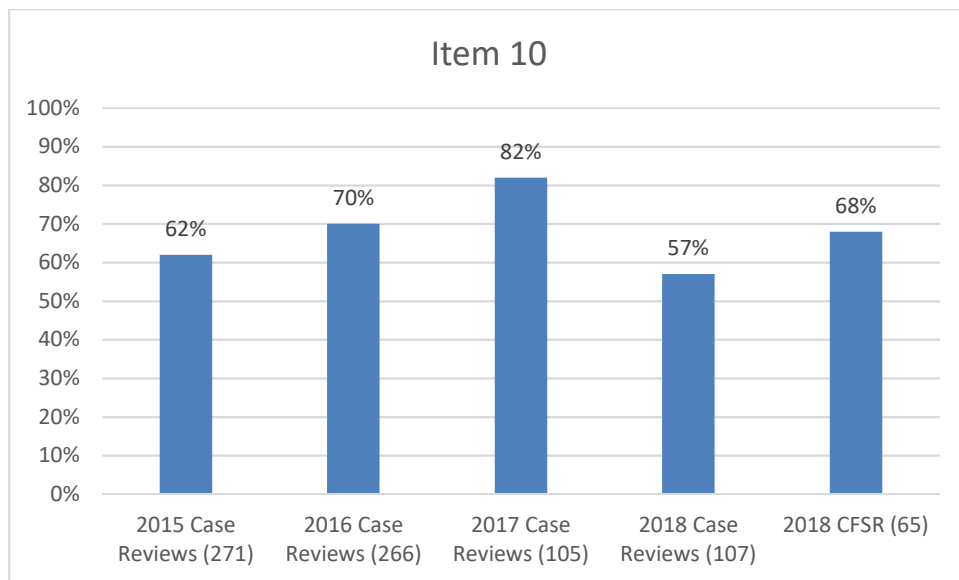
Item 8: Visiting with Parents and Siblings in Foster Care. Case Record Review Results. 2015-2018.



Item 9: Preserving Connections. Case Record Review Results. 2015-2018.



Item 10: Relative Placement. Case Record Review Results. 2015-2018.



OHC Placement Data

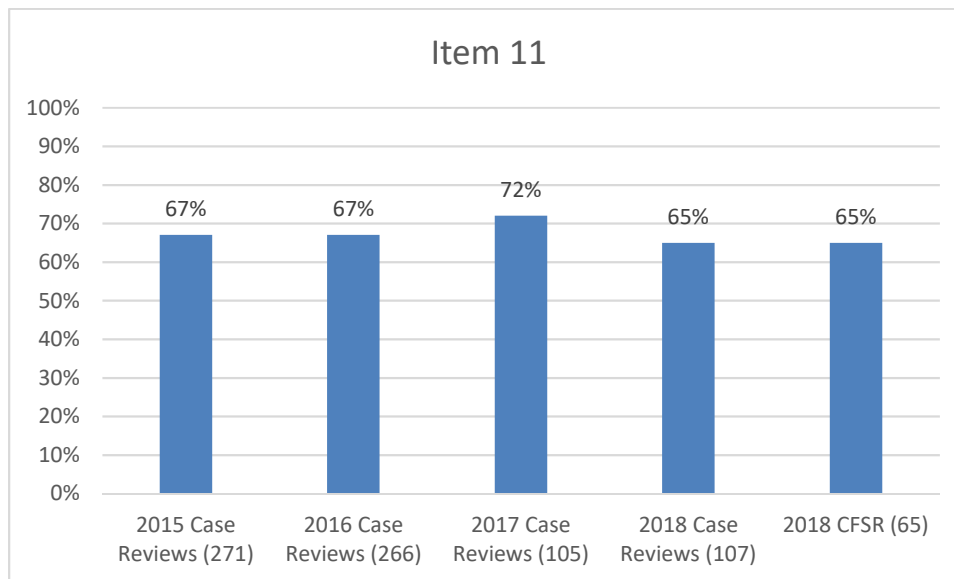
At the end of CY 2016 there was a total of 7,471 open OHC provider placements. Of these placements, 2,794 (37.4%) children were placed with a relative. 955 (34.2%) of these placements were in foster homes with a licensed relative, and 661 (23.7%) were placements with an unlicensed relative. Of the total number of children in OHC in 2016, 16% were discharged to permanency with a relative through permanent placement, guardianship, or adoption.

Subsidized Guardianship

Subsidized Guardianship is an additional way for children in foster care to achieve permanence. When adoption and reunification are not in the child's best interests, it may be possible for a relative or a person who is "like-kin" to become the legal guardian and receive a subsidy. Guardians are legally able to consent to the child's school activities, health care, and everyday events, while the child is able to maintain family relationships.

There are currently 1434 Subsidized Guardianships in Wisconsin, of which 292 children achieved permanence through Subsidized Guardianship in 2017.

Item 11: Relationship of Child in Care with Parents. Case Record Review Results. 2015-2018.



Five Year Summary of Performance on Permanency Outcomes

DCF has extensively consulted with key stakeholder groups, families, foster parents, foster youth and others on the state's performance related to permanency. This feedback will continue to be captured in ongoing strategic planning to shape how the state addresses efforts to improve permanency. Wisconsin has seen a significant and ongoing decline in the number of youth aging out of care. Wisconsin has also seen a steady improvement in the number of subsidized guardianships as an additional option for OHC that is helpful for families. Stakeholders noted and CFSR 3 Review found good practices with relative placement and placement with siblings.

Wisconsin's PRT approach is consistently cited as a valuable resource. National performance standards show steady improvement in short, mid and long term permanency.

Well-Being Outcomes 1, 2 and 3

Well-Being 1

Item 12: Needs and Services of Child, Parents, and Foster Parents. Case Record Review Results. 2015-2018.

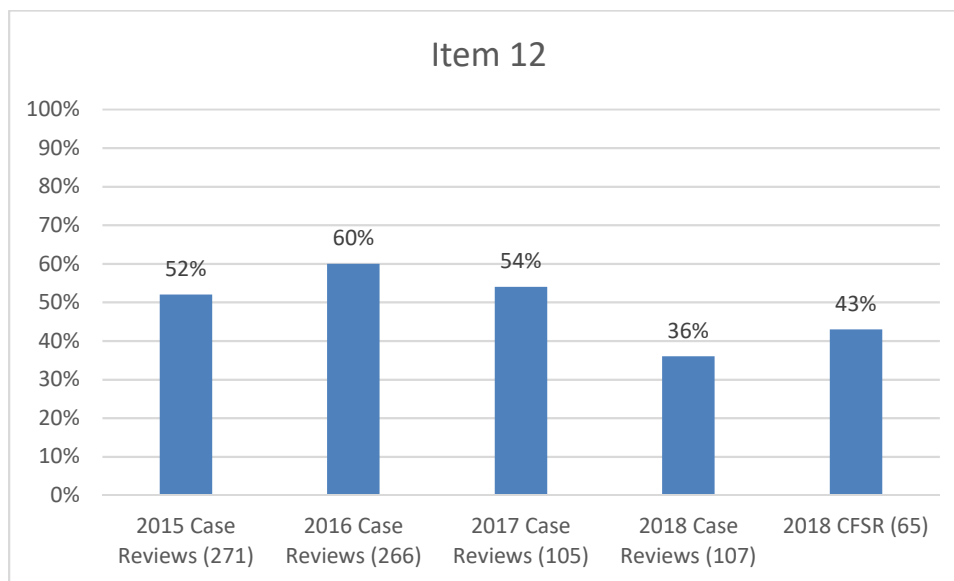
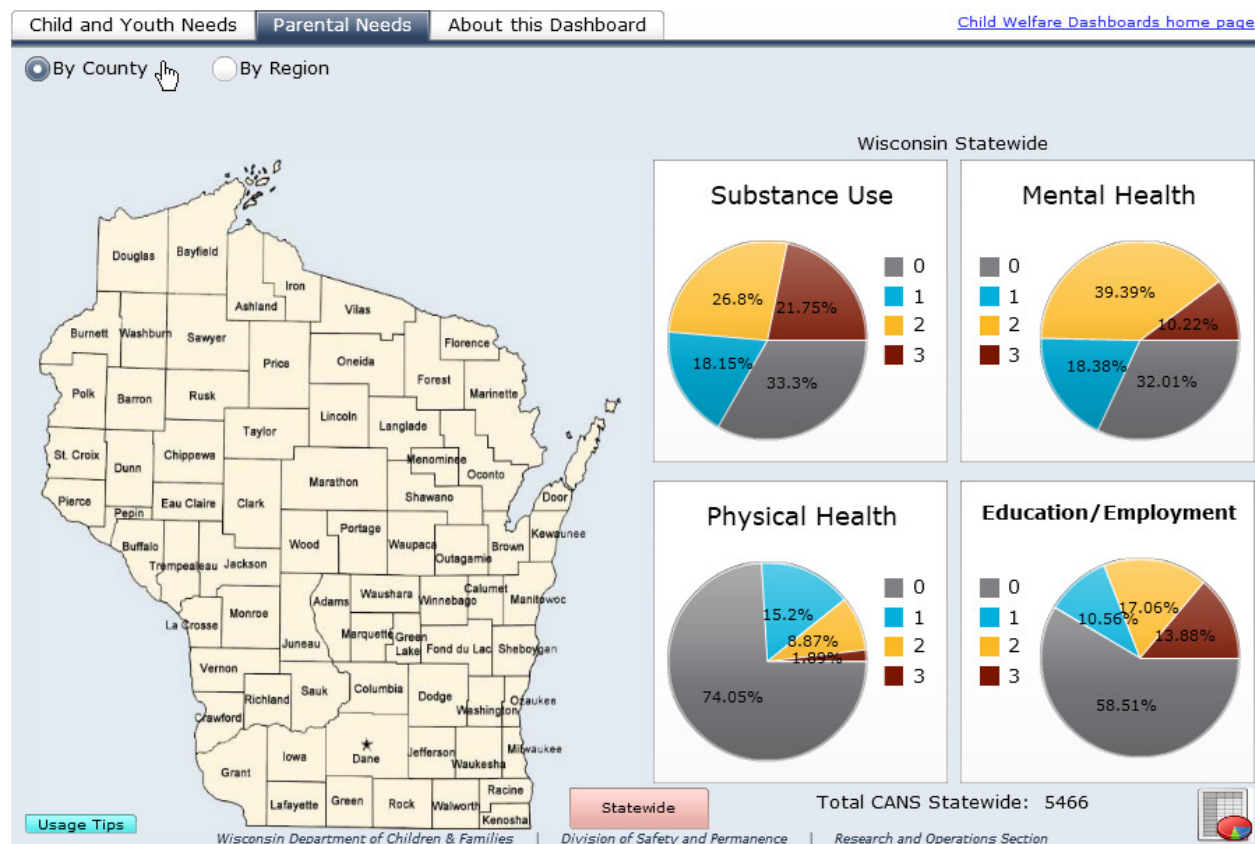


Figure 19: OHP Child and Parental Needs Dashboard, January 24, 2018

Out-of-Home Placement (OHP) Child and Parental Needs Dashboard



The CANS tool also aids in identifying services needed by foster parents to care for the child.

Confirming a Safe Environment

A Confirming Safe Environment (CSE) is an assessment used to confirm a safe environment prior to placing a child in OHC. If there is a pre-existing approved CSE, a Reconfirming Safe Environment (RCSE) is completed. CSEs are due 10 calendar days past the placement begin date, and RCSEs are due 180 calendar days after the previous RCSE or CSE approval date.

Of 3,728 CSEs due from January 1, 2018 to December 31, 2018, 2,754 (73.9 percent) were completed timely with 974 (26.1 percent) incomplete or overdue. All 2260 (100 percent) of RCSE's due during that same period were completed.

Risk Management Services by Child/Provider Match Category

When a risk is identified during a CSE/RCSE, a risk management plan must be created to mitigate the risk and ensure the environment is safe for the child. Considerations for a risk management plan include, but are not limited to, the following:

- Additional or special training for placement providers
- Additional contact by agency or other providers
- Re-arranging the living environment

The table below shows the number of risk management services provided to each child/provider match category determined by a child's approved CSE/RCSE. The table also shows what percentage of the service was received by each match category.

The definition of Child/Provider match category is whether the child's level of need (LON) matches the provider's level of care (LOC). This data includes the most recent completed CSE/RCSE for each child's placement with identified risk assessment and management from January 1, 2018 to December 31, 2018.

Table Risk Management Services Provided

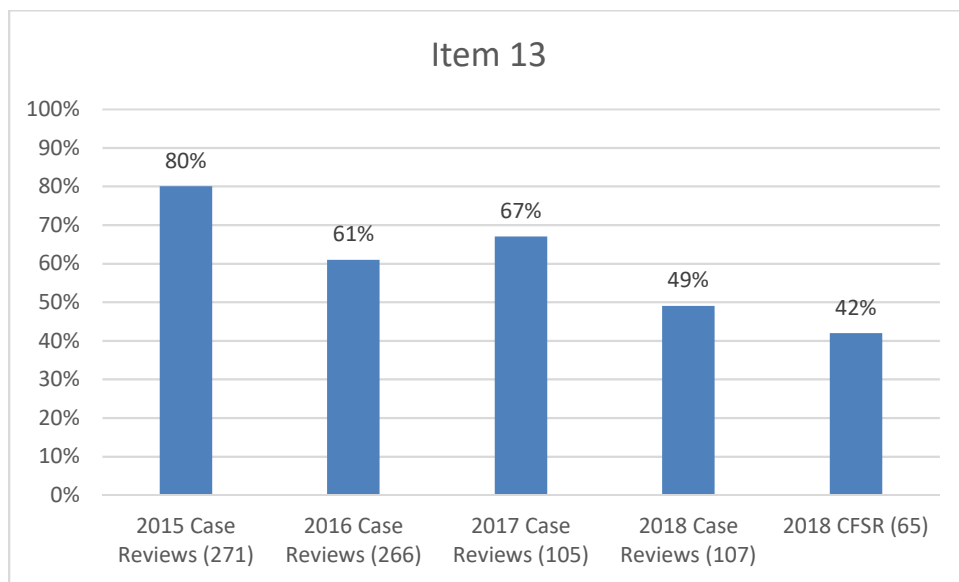
Risk Management Services	Child/Provider Match Category							
	LOC Exceeds LON (n=536)		LOC matches LON (n=825)		LON exceeds LOC (n=769)		N/A (n=1054)	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Special Training	183	34.14	232	28.12	149	19.37	231	21.91
Additional Contact	107	19.96	192	23.27	268	34.85	251	23.81
Rearrange Living	85	15.85	113	13.69	98	12.74	116	11
Closer Supervision	328	61.19	501	60.72	518	67.36	545	51.7
Additional Contact	62	11.56	103	12.48	83	10.79	88	8.34
Special Equipment	60	11.19	95	11.51	94	12.22	77	7.3

From January 1, 2018 to December 31, 2018, 10,662 services were provided for 5,550 total Child Permanency Plans. The table below shows a comprehensive list of all services offered.

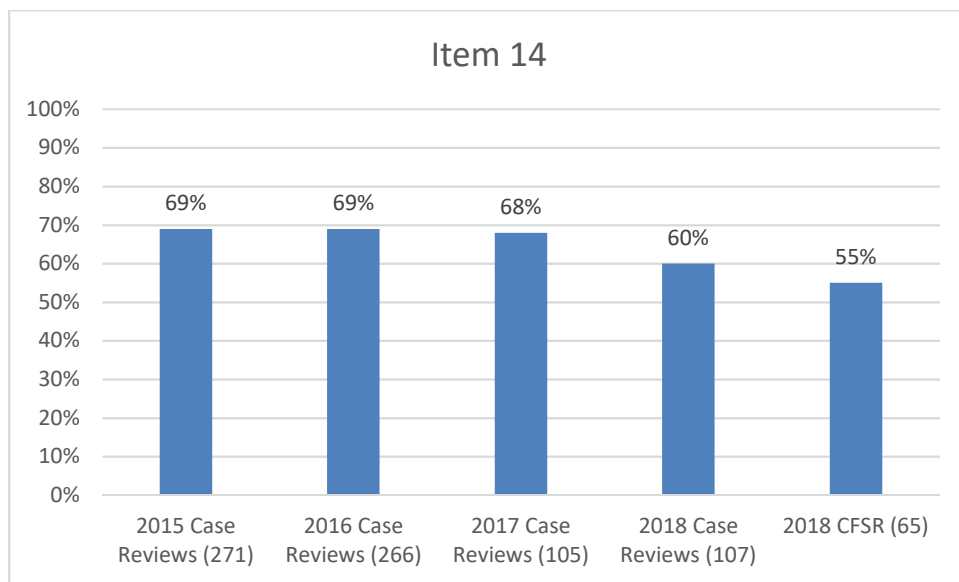
Table 9: Services Provided to Child Welfare Families

Service Category	Count
Case Management Services	3969
Individual Therapy	2379
Medical/Dental Services	1010
Educational Assessment/Services	794
Developmental Assessment/Services	701
Psychiatric Assessment/Services	265
Family Therapy	223
Juvenile Justice Services/Activities	192
Basic Home Management	167
Independent Living	136
Parenting Services	126
Social Supports	117
Psychological Assessment	110
AODA Assessment/Services	96
Group Therapy	76
Mentoring	76
Recreational Activities	49
Occupational/Physical Therapy (OT/PT)	46
Daycare	43
Crisis Services	31
Legal Services	13
Spiritual/Cultural Supports	12
Work Related Services	7
Respite	6
Transportation	5
Economic Support	3
Housing Assistance	3
AODA Treatment	2
Domestic Violence Services	2
Psychiatric Services	2
Psychological	1

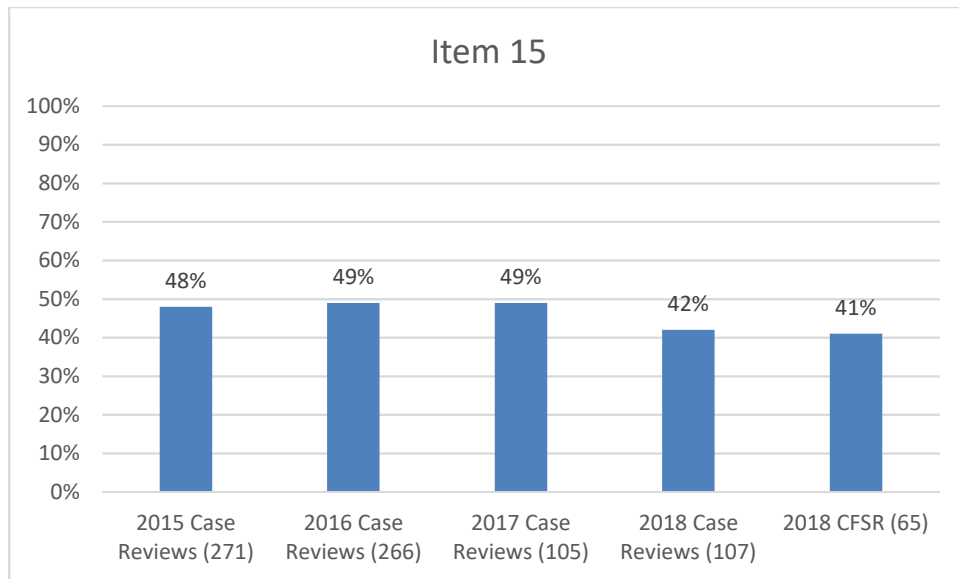
Item 13: Child and Family Involvement in Case Planning. Case Record Review Results. 2015-2018.



Item 14: Caseworker Visits with Child. Case Record Review Results. 2015-2018.

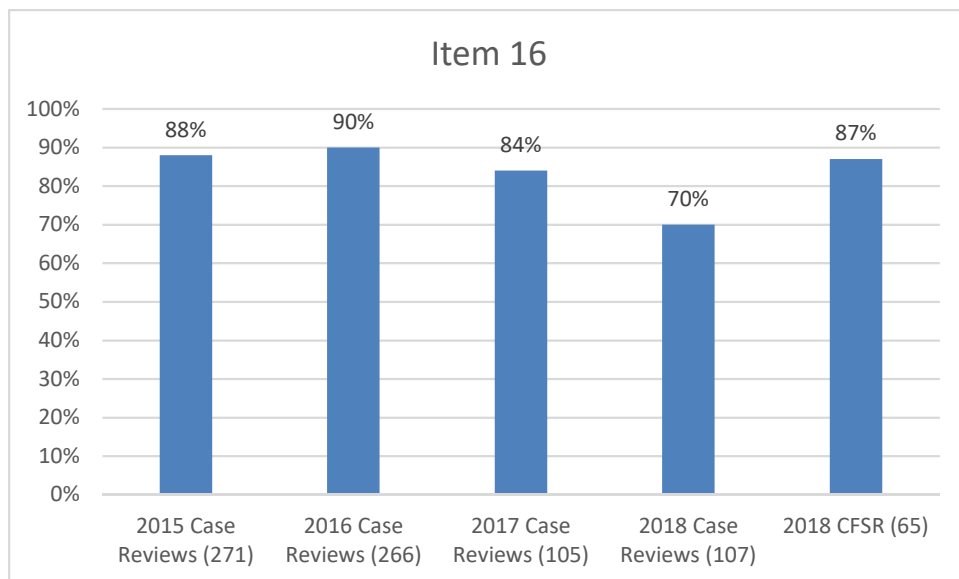


Item 15: Caseworker Visits with Parents. Case Record Review Results. 2015-2018.



Well-Being 2

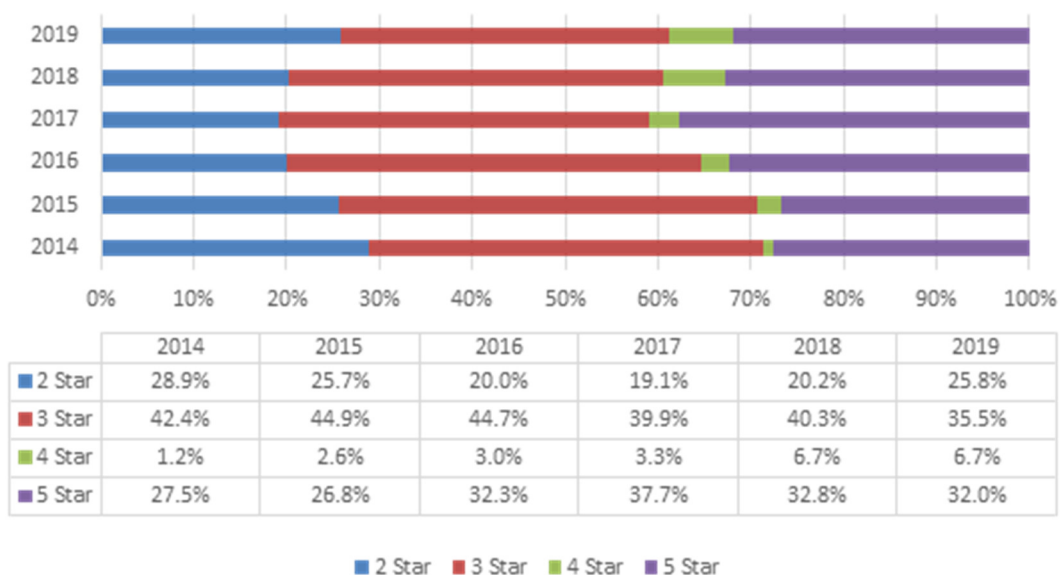
Item 16: Educational Needs of the Child. Case Record Review Results. 2015-2018.



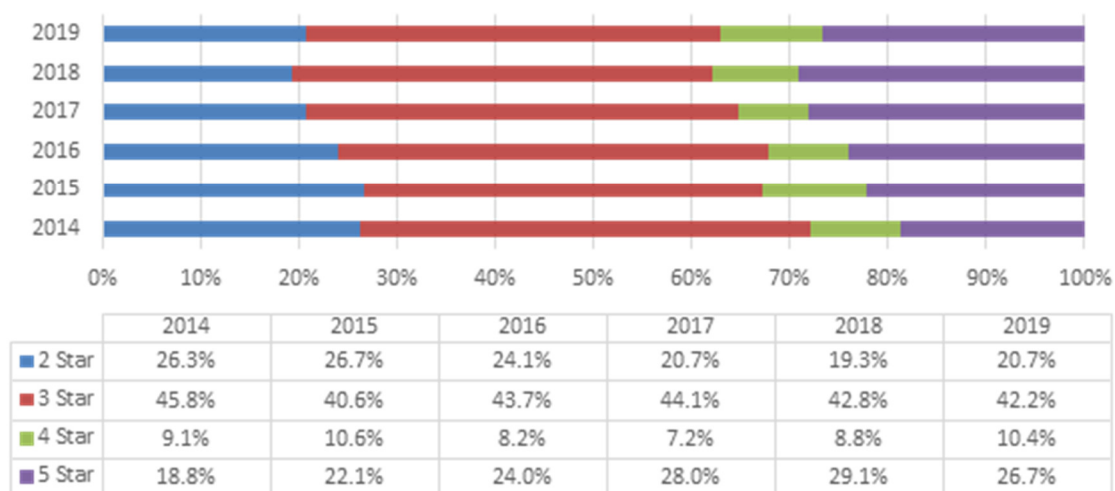
Administrative Data for Item 16

Related to educational data, DCF is in the process of constructing a new study with IRP

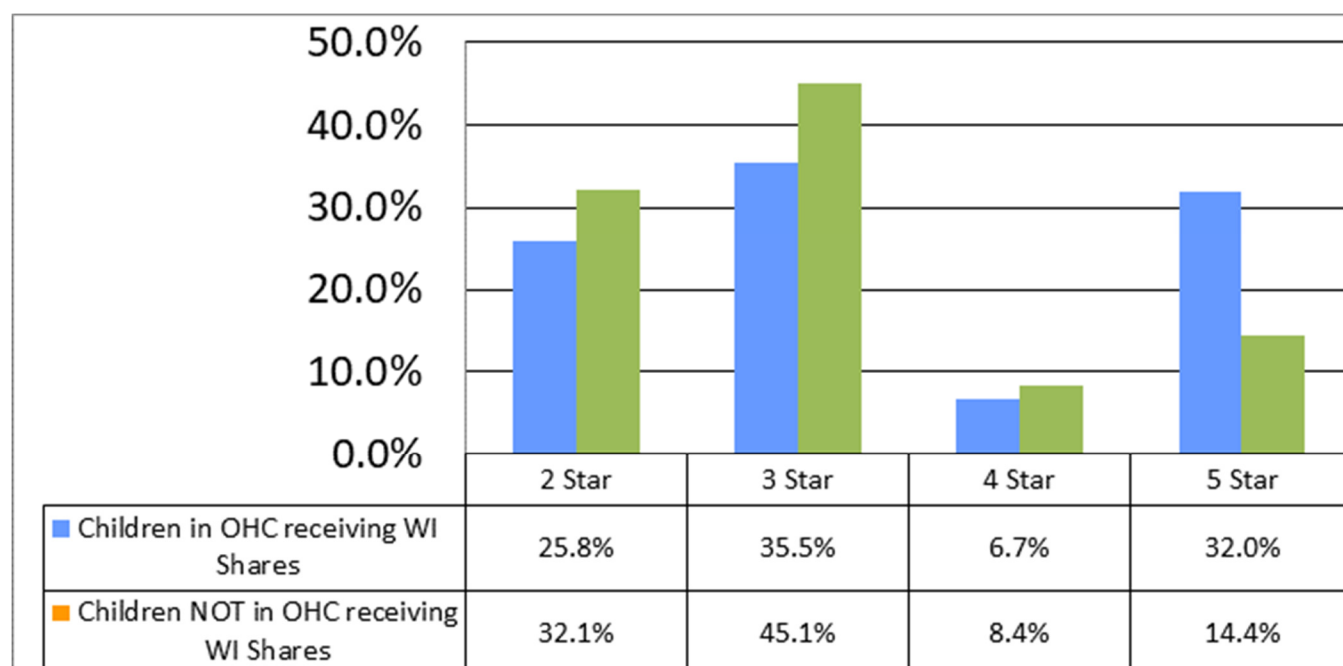
Milwaukee OHC Children Receiving Wisconsin Shares by YoungStar Rating



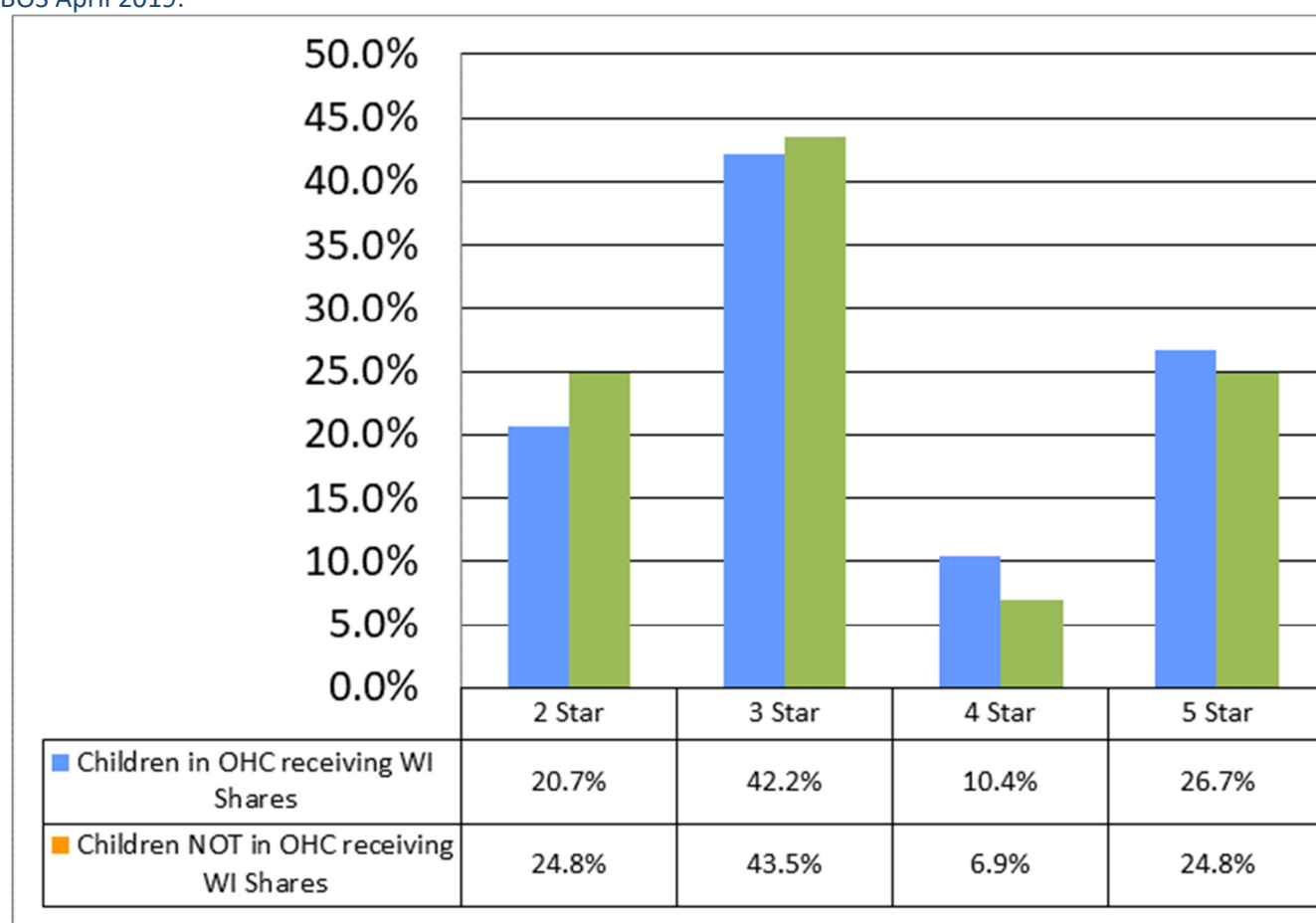
BOS OHC Children Receiving Wisconsin Shares by YoungStar Rating



Milwaukee April 2019:

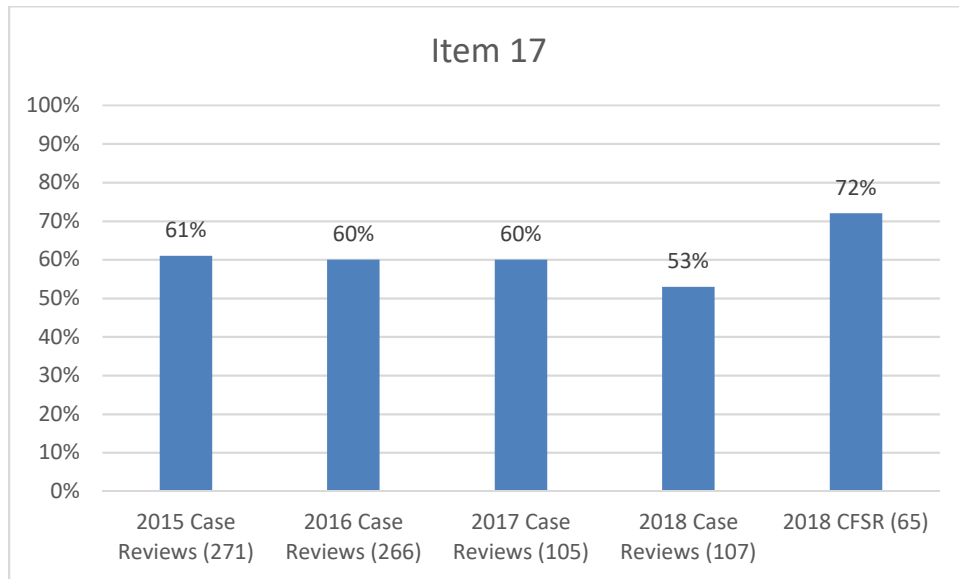


BOS April 2019:

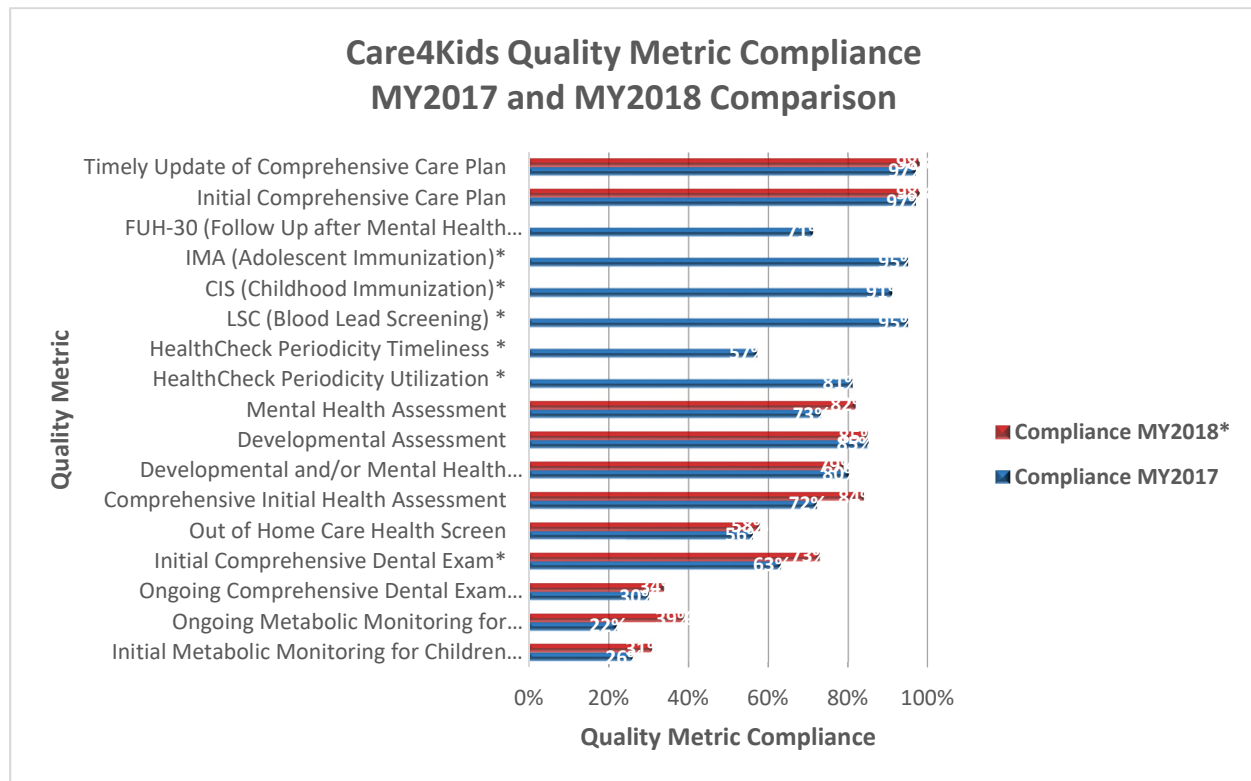


Well Being 3

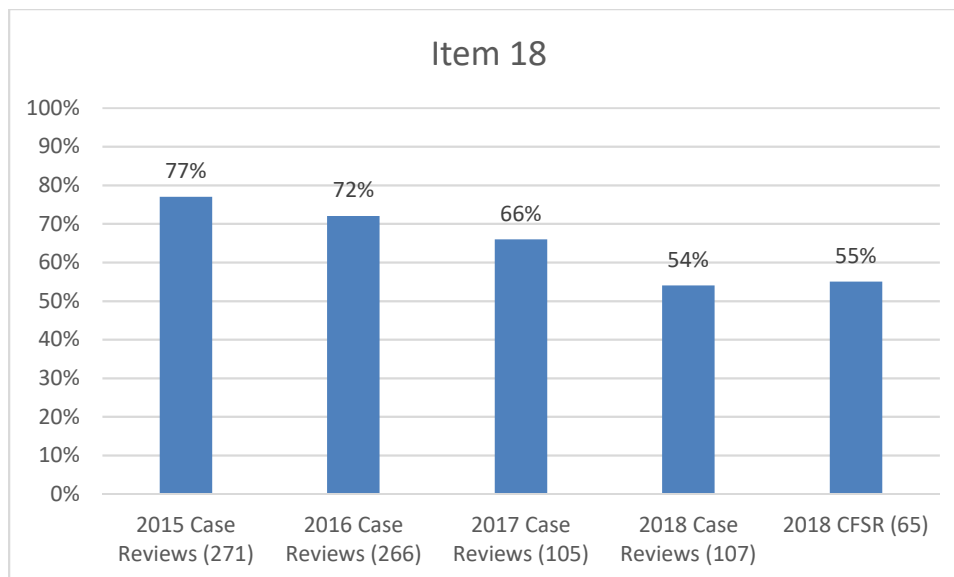
Item 17: Physical Health of the Child. Case Record Review Results. 2015-2018.



Administrative Data from Care4Kids



Item 18: Mental/Behavioral Health of the Child. Case Record Review Results. 2015-2018.



Care4 Kids Data shows that access to mental health continues to be a challenge for children in OHC.

Five Year Summary for Well-being performance

DCF has extensively consulted with key stakeholder groups, families, foster parents, foster youth and others on the state's performance related to child and family well-being. This feedback will be captured in ongoing strategic planning that will continue to shape how the state addresses safety considerations. DCF was noted for performing well in meeting the educational needs of children in OHC in the 2018 CFSR. Additional areas of strength are that DCF has been successful in continuing to grow now maintain a high level of children in OHC accessing high quality child care through the state's YoungStar program. Wisconsin has also seen a reduction in the number of children aging out of care. The CANs has been an effective tool in helping identify needs and connecting youth and their families to resources. Areas of challenge continue around access to mental health resources for children and access to dental care.

Update on the Plan for Improvement

Progress made by Wisconsin on the 2015-2019 Child and Family Services Plan is articulated in this section. Outcome and systemic factors that were impacted are referenced with each strategy. All activities were in alignment with the Child Welfare Model for Practice (see page 11). DCF has made progress over the last five years on the established goals and objectives developed for the 2015-2019 CFSP. DCF assured that there are feedback loops on all activities and programs through regularly consulting a wide range of stakeholders about objectives, policies, and programming available through established mechanisms described in the collaboration section 1.

For each specific objective, the corresponding federal CFSR performance items, national data standards, and/or systemic factors it addresses are noted. Over the five years, new strategies were added to each of the goal areas, progress on all of the strategies follows in this section. The overall goals for the 2015-2019 Plan were the following:

1. *Safely reduce the number of children in OHC by: supporting more children safely in their homes rather than being placed in OHC, moving children as expeditiously as possible to permanency; and by preventing re-entry into the OHC system.*
2. *Support children and their families in the child welfare system to support their full potential.*
3. *Strengthen outcomes for youth and other vulnerable populations.*
4. *Strengthen and improve the infrastructure support for the statewide child welfare system.*

Goal 1 - Safely reduce the number of children in OHC by: supporting more children safely in their homes rather than being placed in OHC, moving children as expeditiously as possible to permanency; and by preventing re-entry into the OHC system.

Efforts in this goal area included the following accomplishments and ongoing work.

DCF Implemented the Quality Improvement Center post-adoption/post-guardianship project to reduce the re-entry into OHC of children who have attained permanence through adoption or guardianship. (Items 2, 6 and 12, Foster and Adoptive Recruitment and Retention)

This initiative was undertaken to enhance the continuum of services for adoptive and guardianship families, through developing a model of post permanency services, referred to as Adoption and Guardianship Enhanced Supports (AGES). The AGES program is a voluntary program to support families who are struggling with the escalating stress due to emerging issues in the family caused by behaviors, the child's age, or other changes within the family.

The QIC project piloted promising practices to help adoptive and guardianship families manage stress and prevent post-permanence discontinuity in 17 identified Wisconsin Counties and three Tribes. This approach involved consultation, support, and funding from QIC-AG as well as training for AGES workers, supervisor and internal DCF team and the development of an AGES manual. As of September, 2018, 13 families were currently enrolled in this program and receiving a range of supports to prevent adoption disruption.

The final report is due in the fall, however preliminary outcomes show that families who participated in this program report decreased familial stress, increased family satisfaction with services and increased confidence in their caregiver role. Lesson learned from this initiative will be incorporated in shaping future efforts.

Promoted shared parenting and "normalcy" for children while in OHC through implementation of the Reasonable and Prudent Parenting Standard and other tools. (Items 9, 11, 12)

DCF developed standards and training for the reasonable and prudent parenting standard to promote normalcy for children and youth in OHC by allowing children in OHC to participate in age and developmentally appropriate activities that promote social and emotional growth and development.

Wisconsin made the following progress on this objective:

- In December 2015, DCF staff held an introductory training and webinar at the Coalition for Children, Youth, and Families in Milwaukee. Viewed by county and contractual stakeholders, in addition to OHC providers, the training was modified into three different versions. There is a version for county and contracted caseworkers, a version for group homes, residential care centers, and shelter care facilities; and a version for foster parents and unlicensed OHC providers.
- The Department supported passage of Act 128, which enacted the reasonable and prudent parenting standard into Wisconsin Law in February, 2016.
- DCF briefed counties on the new requirements of the law at regional supervisor meetings, the Foster Care Coordinator Conference and teleconferences, and other meetings with key stakeholders present.

- In May 2016, DCF issued policy guidance to counties, and provided an array of informational materials such as a brochure, FAQ guide, and Decision Making handout.
- DCF developed and implemented training for all OHC providers and subsequently trained all Out-of-Home Care providers.
- DCF updated its administrative rules for OHC providers to incorporate reasonable and prudent parenting standards.
- On-line training is now available statewide. PDS offers pre-service and foundational trainings for caseworkers and other stakeholders.
- DCF worked with PDS to ensure that the content is incorporated throughout all related pre-service and foundational trainings for professionals and out-of-home care providers, including foster parents. A modified Reasonable and Prudent Parent Standard training for caseworkers and providers was launched in 2018 imbedded into the current pre-service modules for both groups.

Promoting best practices, high quality services, appropriate utilization, and specialized service capacity and strengthen services in congregate OHC facilities by ongoing analysis of administrative rules for residential care centers, group homes, shelters, and child placing agencies. (Items 12, 16-18, Foster and Adoptive Licensing and Recruitment, Service Array)

- DCF continues to work on the process of revising administrative rules for all settings outside of foster homes to ensure they are aligned with best practice.
- In the coming two years, DCF has begun working on and continues to align rules with requirements that will be expected through the federal Family First Act.
- DCF will continue to ensure that training and staffing is aligned with needs of children and youth served in facilities. This will be achieved through licensing review and technical assistance provided at least every two years.
- Once the rules are updated, training will be available and appropriate eWiSACWIS upgrades will be made to provide training on how to apply the evaluative criteria.

Initiated efforts to further develop crisis stabilization service capacity (Items 2, 12, service array and agency responsiveness)

This objective responds to the significant need for building crisis stabilization capacity in the state. To do so, DCF works with the Department of Health Services as well as local partners at the county and provider level to expand crisis stabilization service capacity.

Due to delays created by the need to develop administrative law changes not originally anticipated, this project is currently on hold. Once funding is established by DHS, DCF will coordinate with the facility that is established through providing information to counties and referrals for eligible child welfare families. DCF remains in contact with DHS about when activities may begin again.

As part of the Department's National Governor's Association Three Branch Institute project, DCF continues to develop a Predictive Risk Model to assess risk at the point of Access. As part of the ongoing mission to protect children and strengthen families, DCF is committed to using data to inform decision-making at all levels, particularly at the point of Access when Child Protective Services makes decisions about intervening in a family's life.

Based on a competitive procurement process, DCF selected the Children and Family Research Center out of the University of Illinois in May 2017 and began the contract with this entity in January 2018. DCF met monthly throughout 2018 with the contractor to explore and adapt the Predictive Risk Model to ensure it met the needs of Wisconsin's system. The contractor is analyzing eWiSACWIS data to identify variables that may predict a

family's likelihood of re-referral to the CPS system. The Predictive Risk Model will leverage historical information and validated research techniques to efficiently provide Child Welfare supervisors information to use in their decision-making process. The Predictive Risk Model will allow for increased accuracy in decision-making, enabling supervisors to identify the children and families most in need of intervention and limiting involvement with families who do not rise to the level of safety intervention. Upon completion the intent is to visually integrate the model into the state's automated child welfare information system, eWiSACWIS.

The Department will continue to conduct outreach and share information with state and local child welfare professionals to gather input and build understanding amongst stakeholders.

DCF Established a mechanism for transparency and accountability of provider outcomes with children involved in the child welfare and youth justice system through the creation of performance dashboards. (Items 6, 8, 17 and 18)

A public facing performance dashboard was created to establish incentives for providers to achieve quality outcomes for children. This objective address federal performance items 6, 8, 17, and 18.

Dashboards include performance based measures for: Child Placing Agencies (CPA), Group Homes (GH), and Residential Care Centers (RCC) in May of each year - <https://dcf.wisconsin.gov/pbm> . The reporting period for each dashboard is the previous calendar year, plus the following 3-month period. During the reporting period, the experience of children placed in the Wisconsin child welfare and youth justice systems is tracked and rated, based on the following benchmarks:

Optimal	Child has reached legal permanency through reunification, adoption, or guardianship.
Very Favorable	Child has moved to a family placement with a relative caregiver, including a trial reunification.
Favorable	Child has moved to a less restrictive setting from previous provider, however not in a placement with a relative caregiver.
Unfavorable	Child has moved to a placement that is of the same type as previous placement; however is a different physical placement provider, or the child has aged out of care for discharge reason.
Very Unfavorable	Child has moved to a placement that is more restrictive from previous provider type.
Poor	Child is missing from out of home care, has moved to placement in a hospital, detention, corrections, or has discharged from care as missing from OHC or to corrections.

- Information continues to be provided through dashboards on: 1) the number of placements during the reporting period, 2) median length of stay with each provider during the reporting period, 3) the percentage of children who sustained favorable outcomes for a period of at least 3 months, and 4) the initial Child and Adolescent Needs and Strengths (CANS) results for children placed with the provider. The CANS information is provided at the domain level and the indicator level.
- DCF has initiated work on a risk-adjustment system with a stakeholder advisory group subcommittee, the Rate Regulation Advisory Committee, Performance Based Measures Sub-Committee to begin this process. This system will assist in determining which children are more at-risk (or less at-risk) of having unfavorable outcomes so that agency scores will not be negatively impacted by caring for children with high needs.

DCF continues to make progress on statewide implementation of the Family Find and Engagement strategy with the primary purpose of expanding the number of fathers and paternal relatives. (Items 9, 11)

This work will be continued through DCF's Program Improvement Plan (PIP) so that services are available statewide. The project was initiated based on evidence that placing children with familiar, supportive relatives reduces the trauma experienced by children and promotes and preserves the child's family connections. Research shows that by impairing the healthy brain development, childhood trauma results in short and long-term negative social, emotional and health consequences.

Over the last five years

- Family Find and Engagement (FFE) counties in the aggregate achieved a greater growth in the percentage of out-of-home care placements with relatives from 2013 to 2018 (7 percentage points growth) compared to non-FFE counties (growth of 5 percentage points).
- The project continues to be supported through training available by the State Permanency Consultants that also includes a five-month intensive training and consultation with staff from the Department of Children and Families and the Wisconsin Child Welfare Professional Development System (WCWPDS). 25 counties are now implementing Family Finding.
- The most recent new counties include two large counties (Milwaukee youth justice and Rock County) that participated with the State Permanency Consultants in the five-month intensive training and consultation with staff from the Department of Children and Families and the Wisconsin Child Welfare Professional Development System (WCWPDS). 27 counties are now implementing Family Finding.
- Wisconsin Child Welfare Professional Development System and DCF staff are training a series of counties each year on the best practices in family finding.
- In 2018, Wisconsin created an on-line Pre-Service training called Permanency Tools and Permanency Values which imbed the Family Find and Engagement principles and tools into the caseworker pre-service training for new caseworkers.

Wisconsin continues to move toward full statewide in home Safety Services Program (Safety Services) to enable counties to serve more children safely in their homes. (Items 2, 12)

This work will be continued through DCF's Program Improvement Plan (PIP) so that services are available statewide. DCF initiated this program to reduce the trauma exposure experienced by children by preventing children from being separated from their family of origin and possibly community. This approach recognizes the research that separation impairs healthy brain development and that childhood trauma results in both short and long-term negative social, emotional and health consequences.

- The Safety Services Program expanded over the last five years. The current number of counties using this approach is 43 agencies in 2018. All new agencies get one-on-one consultation with the Program Manager to learn the program model and requirements.
- In September, 2018, there were 233 families enrolled in this program statewide. This includes 101 Milwaukee families that are engaged in their in-home safety services program which is very similar to the Safety Services program in the balance of the state.

DCF developed and will continue to deliver training to support the Safety Services Initiative. Training will focus on the needs and learning objectives of all 43 implementing agencies. Supports will include quality technical assistance consultation by DCF staff with agencies, monthly all-agency calls focused on program fidelity, program implementation, and child welfare standards. Data reports were enhanced in 2017 to ensure data integrity to monitor initiative outcomes and evaluate the measures indicated above.

Implemented the Post Reunification Support (P.S.) Program, a Title IV-E waiver demonstration project, to provide 12 months of support to children and families after reunification, tailored to meet the individualized needs of the child and family. (Items 2, 12, 16-18)

DCF's Post-Reunification Support Program, a Title IV-E waiver demonstration project, ended accepting new enrollments in September of 2018. As of March 15, 2019, 776 total families had been enrolled and reunified, with a total of 1224 children enrolled and reunified since the program's inception. The average length of service was 302 days in the program. The program, aimed at testing whether 12 months of post-reunification support will reduce the likelihood of re-entry of children into the OHC system and improve outcomes for these children and their families, will continue with current enrollments until September of 2019, with a final evaluation submitted to the Children's Bureau on April 1, 2019.

Activities in the last year included focusing on fidelity of data requirements. This was accomplished by using a tracking system to gather information that was used to establish baseline data on treatment group and comparison children, caregiver, and family functioning. In addition, Monthly Family Service Reports were used to quantify services received by the enrolled child(ren) and family member(s) and caregiver(s) to assist the family's achievement of the goals established in the family's case plan.

Department of Children and Family P.S. team members regularly monitored and provided support to counties around data fidelity. DCF tracks current referral and enrollment counts monthly and uses enrollment data to track payment amounts on a quarterly basis. DCF has also developed a report to be used by state and local county child welfare agency staff and supervisors to monitor compliance with program requirements including caseworker contacts and completion of critical practice requirements such as updating the child and caregiver CANS assessment and case plan.

In addition to data fidelity, ongoing training and support was another area of focus in the past year. Training was provided for counties on P.S. Program practice requirements, including a six-part family teaming webinar series open to P.S. Program, Alternative Response and/or the In-Home Safety Services Program. Between a hundred and a hundred and fifty child welfare professionals from numerous counties have taken advantage of this training opportunity. Formal training related to case planning is provided by the state's Child Welfare Professional Development System. In September 2018, the Department worked with training partners to incorporate the CANS Case Planning training into the Ongoing Caseworker Training, which is part of the foundation curriculum for caseworkers.

Training, coaching, and measurable skill learning on Motivational Interviewing for caseworkers, supervisors, and clinicians serving families post-reunification began in 2015. In 2018, DCF offered shared learning opportunities between counties to sustain the skills learned in the Motivational Interviewing training. The Public Child Welfare Conference occurred in September, 2018 and hosted P.S. Program counties from the balance of the state. Over 150 child welfare professionals from these programs attended to the conference that included a one-day, optional pre-conference workshop on advanced Motivational Interviewing skills.

Over the five-year demonstration project, long term outcome measurement methods included monitoring the program's impact on maltreatment recurrence and re-entry into OHC, changes in child and caregiver functioning based on the Child and Adolescent Needs and Strengths (CANS) assessment, and use of other state agency data related to child educational, mental health and physical health outcomes. The external evaluator completed an interim evaluation report in June 2016, with the final Outcome Evaluation Report submitted April 1, 2019 to the Children's Bureau. Overall, the final evaluation of the Post-Reunification Support Program suggests the implementation of a P.S. Program did not significantly improve the short-term, mid-term, or long-term outcomes of families. However, the implementation of the P.S. Program did offer flexible spending and case management that allowed for creativity in case planning and offering basic need services to high-risk families. Thus, while the data does not show improved outcomes due to the P.S. Program, the evaluation process has

helped to identify what areas of the waiver program may be worth sustaining (e.g., flexible funding, family engagement) and what areas need improvement (e.g., training, communication from state to counties). The findings in the report also highlighted that counties across the state offer fairly extensive reunification supports and services, regardless of involvement with the P.S. Program.

Please note that the waiver terms and conditions authorize Wisconsin to implement the demonstration project via a capped allocation associated with Title IV-E foster care administration and maintenance funds; no Title IV-B funds were used combination with the funds to support the demonstration project.

Developed an Alternative Response (AR) approach that continues to be evaluated related to effectiveness

This project was initiated in 2010. The pilot established a two-pathway response system for screened-in Child Protective Services cases. Historically, in all CPS cases, workers make a maltreatment determination (whether child abuse and/or neglect occurred) and a maltreater determination (abuse or by whom). This pathway is called a Traditional Response (TR). With AR, there is a second pathway involving CPS cases with less severe allegations and concerns and are less likely to need collaboration with law enforcement or courts. This type of response allows the focus to be on the family and removes the substantiation finding (both maltreatment and maltreater). In either pathway, child safety remains paramount and is assessed in order to make decisions of whether or not a child needs protection.

To support this new approach in CPS, WCWPDS contracted with trainers from North Carolina who had experience in providing training to support implementation of this program in other states. The training focused on principles of engagement and teaching skills to enhance workers' ability to work with families in a non-adversarial and collaborative way. In 2016, WCWPDS updated its Engagement Foundation training, which already provided much of the same information as the North Carolina training, bringing a strong focus on the content and materials from the North Carolina AR training curriculum. As the AR program continued to expand, the need for in-time availability of this information was evident. WCWPDS worked with the DCF and developed an online orientation to AR. This online training provides specifics and clarity regarding the policy and processes of the two-pathway approach. It supports county agency staff and their partners in understanding how AR fits into CPS practice in Wisconsin and more specifically, answers the questions of what AR is, what it is not and, with the implementation of this approach, what is the same about practice and what is different. Additional efforts focus on learning and support with the provision of webinars and a yearly conference.

In the last five years, DCF expanded the use of technical capacity to better stabilize placements of children in out of home care settings through Geographic Placement Resource Service (GPRS) technology (Items 9, 12 and 16)

This project supported research that the educational and placement stability for children in out of home care to strengthen a child's educational, social, and emotional well-being.

Activities in the last five years include:

- Targeted recruitment as part of GPRS to allow agencies to recruit foster homes that will be able to better meet the needs of children in OHC.
- As part of continuing efforts, maintenance in GPRS is ongoing to provide the most up-to-date information for users of the system.
- Wisconsin continues to support a mapping overlay with the YoungStar program to provide greater access to quality early care and education providers for OHC providers. This overlay was originally developed in March 2016.
- More precise information available has led to improved outcomes, including improved recruitment and placement of children, fewer children experiencing school disruptions, fewer out of county placements and more cross-jurisdiction adoptions.

- Wisconsin has maintained a high level of children in OHC programs in higher quality programs. For children in OHC also in Wisconsin Shares, the percentage of children attending 3-5 Star rated providers increased from 56.8% to 80.7%, this percentage is higher than the overall participation of children in 3-5 star programs which is currently 74.4%.

DCF expanded the use of trial reunification of children with their families. (Items 5, 6, 9)

Trial reunification provides the child and family time and support to transition into reunification; thereby increasing the probability that the reunification will be stable, safe, and nurturing for the child. Wisconsin disseminated information to counties and courts regarding the appropriate use of trial reunification and has been imbedded into child welfare practice. This was accomplished through integrated into the training curriculum.

The number of trial reunifications was 788 trial reunifications in 2019. Further, Wisconsin has seen a reduction in the re-entry rate of cases that utilized trial reunification.

DCF implemented a supervisory safety decision-making model state-wide to improve supervisors' understanding of the conceptual foundations of safety and to assist supervisors to provide key tools and support to their staff. (Item 12, Training, Service Array)

The rationale for this approach was to promote a more comprehensive and effective decision-making system for supervisors. The improved system helps supervisors better support employees working with families, and reduce the risk of child abuse and neglect after families enter the child welfare system by identifying proper safety risks and developing effective safety plans.

Following is progress on this objective over the last five years.

Module 1: Present Danger and Protective Planning

- As of December 31, 2018, 213 participants completed Module 1. DCF is providing a session, which will bring the total to 224 *participants* by June 5th. This total represents 67 *counties* who have participated along with staff from DMCPs, SaintA, Children's, Ho Chunk tribe, and DCF.
- Currently, of the 67 counties who have participated, there are 4 who do not have current staff who have completed Module 1. There are 4 counties who have not had any staff participate.

Module 2: Assessing Impending Danger

- As of December 31, 2018, 119 participants completed Module 2. We are currently providing a session, which will bring the total to 152 *participants* by June 6th. This total represents 57 *counties* who have participated along with staff from SaintA, Ho Chunk tribe, and DCF.

Module 3: Safety Planning

- Development of Module 3 is ongoing. The work is being supported by an advisory group. Plans are for completion of content by the end of 2019 with pilot roll out in the first half of 2020.

Home visiting services were significantly expanded during the five-year report period. Services focused on priority vulnerable populations in home visiting programs. (Items 12, 16-18, Service Array, Agency Responsiveness)

Rationale:

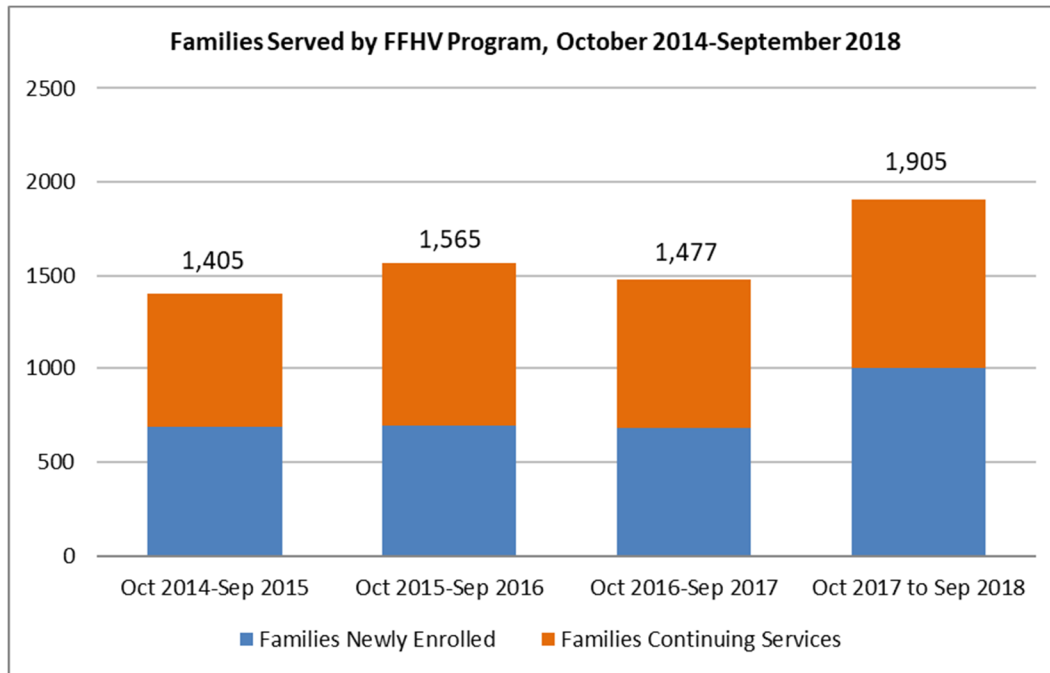
Evidence indicates that serving families with risk factors as early as possible can prevent families from experiencing additional risk factors that could lead to abuse and neglect. Further, Wisconsin requires all programs that receive state and/or federal funding for home visiting to use evidence-based models. Please note

that this project is supported by the Health Resources Services Administration that requires and supports extensive data collection and analysis. This allowed DCF to provide extensive data on populations served in the last five years.

Program Outcomes:

Enrollment

Between October 2014 and September 2018, DCF increased the number of families served from 1,405 to 1,905 (see graph below).

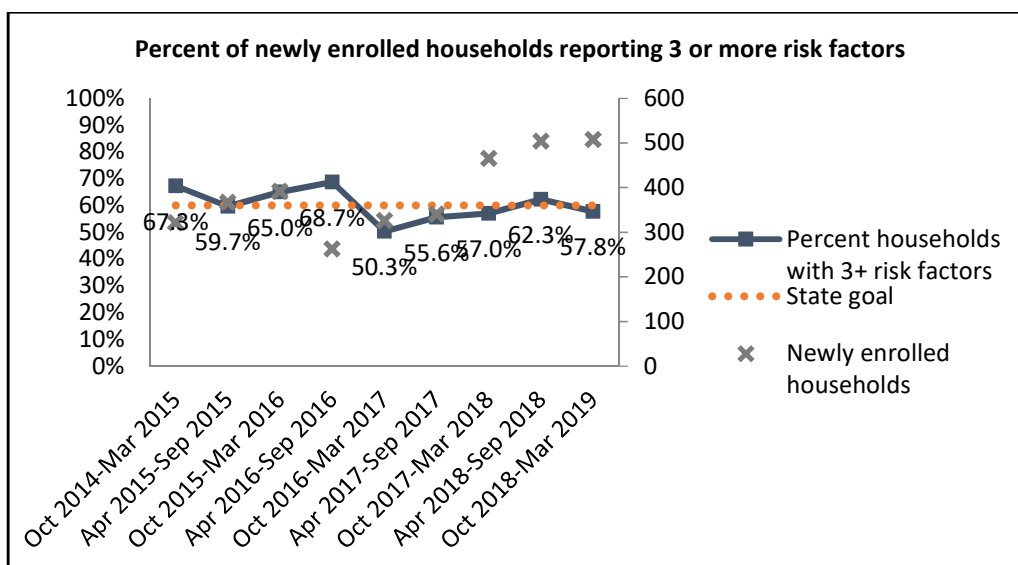


Federally-identified risk factors

Within 30 days of enrollment in home visiting, and based on client self-report information and other information often received during the referral process, home visiting programs measure and document each enrolled client/caregiver's relationship to the following federally identified Maternal, Infant, and Early Childhood Home Visiting (MIECHV) Program priority populations:

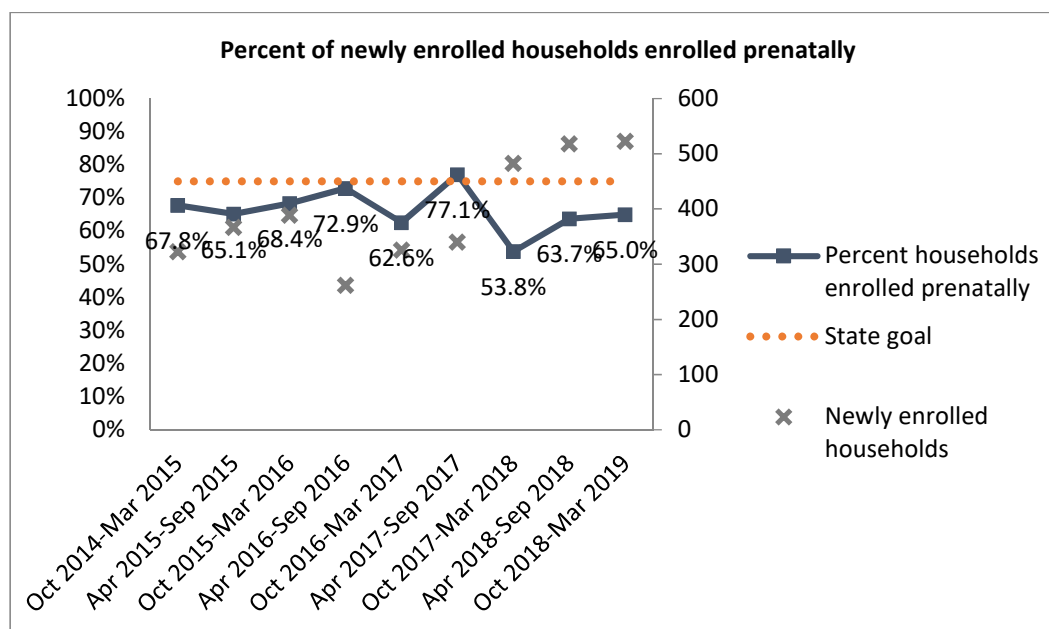
- low income;
- tobacco users in the home;
- at risk for low academic achievement;
- pregnant woman under age 21;
- history of child abuse, neglect, or interactions with child welfare as a child or parent;
- history of substance abuse;
- have a child with developmental delays;
- in a family with individuals serving or formerly served in the Armed Forces.

Family Foundations Home Visiting has a goal that 60% of families that are newly enrolled in services have a relationship to three or more federally-identified risk factors. The following graph shows the percent of newly enrolled households reporting three or more risk factors:



Prenatal Enrollment

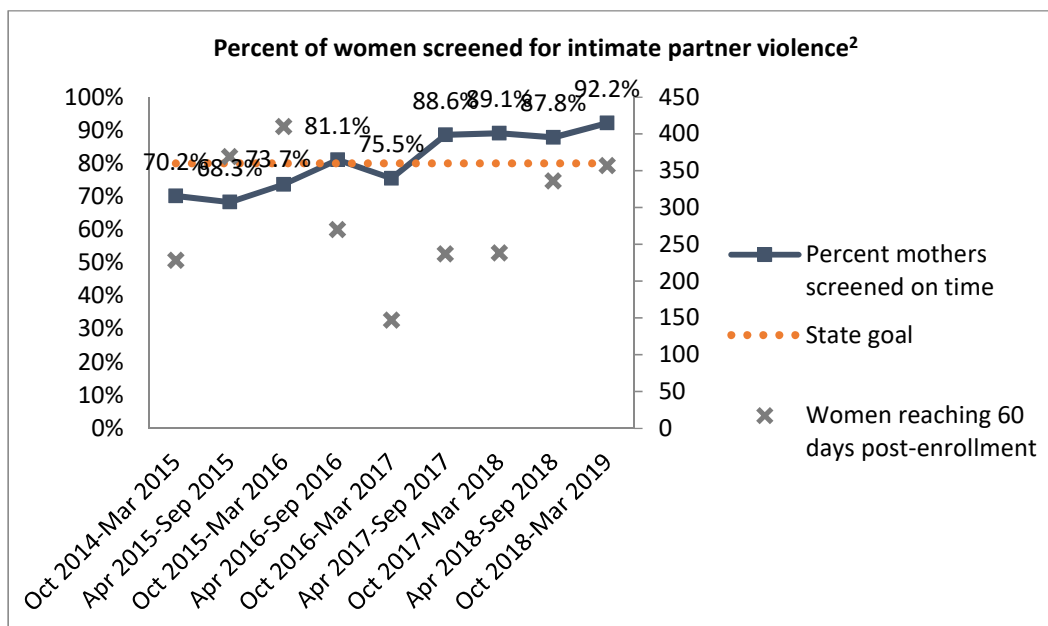
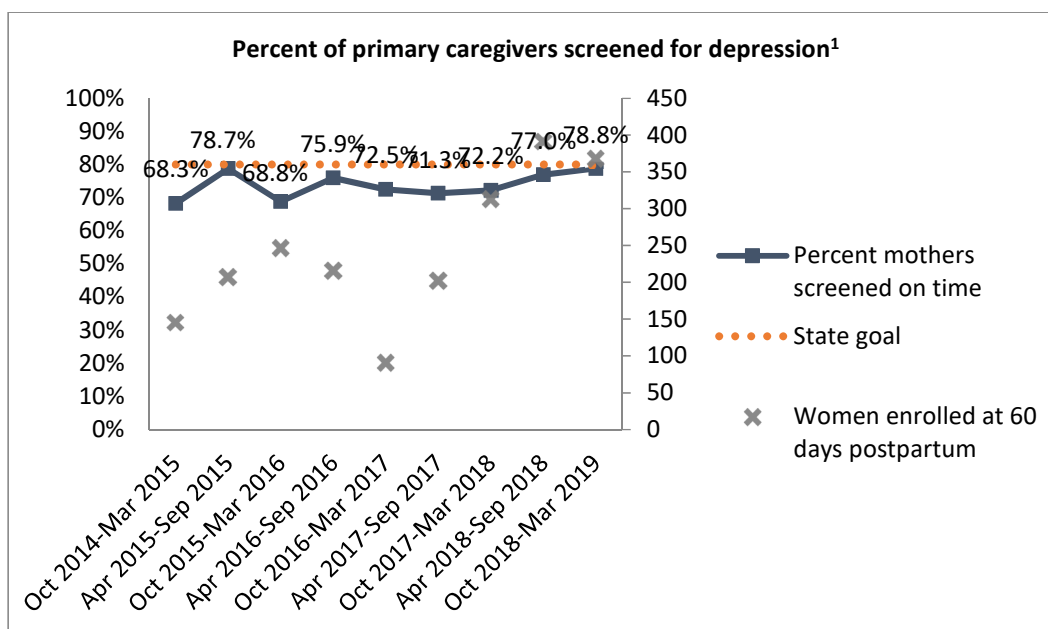
Family Foundations Home Visiting program has a goal that at least 75% of newly enrolled families are enrolled prenatally. The graph below shows the progress toward this goal at the state level:



Screenings and Assessments

During home visits, parents and children are screened using evidence-based tools to determine what level of support they would benefit from in the areas of child wellness, school readiness, and family health. Home visitors use this information to partner with parents to set goals and create an effective service plan.

The graphs below depict the percent of caregivers enrolled in the Family Foundations Home Visiting program that received a screening for depression and the percent of women enrolled in the Family Foundations Home Visiting program that received a screening for intimate partner violence.



¹ Oct 2014-Sep 2016: % women screened 14-60 days postpartum; Oct 2016 and later: % primary caregivers screened within 90 days of giving birth (if enrolled prenatally) or within 90 days of enrollment

² Oct 2014-Sep 2016: % women screened within 60 days of enrollment; Oct 2016 and later: % women screened within 90 days of enrollment

Partnership to provide professional development and model-based implementation assistance to local home visiting programs.

- **Quality Improvement and Evaluation:** DCF promotes best practices and supports positive outcomes for children and families through continuous quality improvement. 2018 CQI projects focused on addressing infant safe sleep and developmental promotion, early detection and intervention. DCF also contracts with a research team that evaluates the family health, well-being, and service experiences of families receiving services through the home visiting program.

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Goal 2: Support children and their families in the child welfare system to support their potential.
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DCF launched a number of activities related to the well-being of young children and older youth during the last five years. Goal 2 and 3 objectives related originally to the Office of Youth Services that was expanded to the Bureau of Youth Services were updated and expanded to reflect Youth Justice planning efforts over the last five years. In January, 2016, community based youth justice programs were transferred to DCF from the Department of Corrections. Progress made in this goal area includes the following.

DCF has coordinated with DPI on a variety of efforts to effectively implement the Every Student Success Act (Item 16)

The following activities and resources were created as part of this partnership.

- Materials explaining the purpose and benefits related to ESSA were created.
- Joint training including local education and child welfare agencies was conducted to support understanding and use of new benefits/services available through ESSA.
- DCF collaborated with the Institute for Research on Poverty to extensively study this population. Please see the following link for a report providing a wide range of data on youth educational outcomes - <https://www.irp.wisc.edu/publications/policybriefs/pdfs/PB5-Foster-Care-School-Achievement.pdf>.
- Guidance was developed and issued. for local education and child welfare agencies on: making best interest determinations; transportation policies and procedures; points of contact roles and responsibilities; roles of school staff and child welfare workers directly; sharing information across systems.
- Trainings for child welfare staff, foster parents, and points of contact for both systems.

Partnerships between divisions at DCF for Early Care and Education and the Division of Safety and Permanence has focused heightened attention on continuing to increase the number of foster children in high quality early childhood education. (Item 18, Agency Responsiveness, Service Array)

Efforts were undertaken to capitalize on evidence that quality early childhood education promotes social and emotional development, contributes to closing the academic achievement gap, and has a strong economic “rate of return”.

- Wisconsin has maintained a high level of children in OHC programs in higher quality programs. For children OHC also in Wisconsin Shares, the percentage of children attending 3-5 Star rated providers increased from 56.8% to 80.7%, this percentage is higher than the overall participation of children in 3-5 star programs which is currently 74.4%.
- An overlay for the Geographic Placement Resources was developed to facilitate more precise searching of high quality programs near foster care placements, foster parent work addresses, or birth family homes.
- Training was provided on how YoungStar staff, foster care coordinators, and foster parents can utilize this new functionality.
- Training on the importance of high quality child care is now embedded in foundational training for workers.
- Continuing to offer training options for how to support collaboration between the two systems.
- The number of formal agreements between child welfare and tribal child welfare and Head start agencies increased from 14 in 2015 to 39 in 2018.

A Youth Justice (YJ) strategic plan to improve coordination and alignment with the child protective services system and strengthen outcomes for youth and families involved in the YJ system. (Items 16-18, Service Array, Agency Responsiveness)

On January 1, 2016, oversight of the community based youth justice program services was transferred to DCF from the Department of Corrections (DOC). Beginning in 2016, DCF developed a Youth Justice Strategic Plan. This work included developing recommendations around several areas of service delivery such as tailored and effective court orders for youth, dual status you projects, developing a data strategy, and working with counties and the professional development system to revise training for youth justice. Please see the following link for a copy of the plan - <https://dcf.wisconsin.gov/files/cwportal/yj/pdf/yj-vision.pdf>

DCF redesigned and built a regional youth services delivery model and expand temporary housing capacity for runaway and homeless youth (Items 12, 17, Service Array, Agency Responsiveness)

The purpose of this structure was to have a more coordinated service delivery system and better promote collaboration between youth service providers on a regional basis. In response to limited resources for runaway and homeless youth programs, Wisconsin is trying to expand available temporary housing.

As part of the service delivery structure, accomplishments included

- Establishment of a regional structure for Runaway and Homeless Youth (RHY) and Independent Living (IL). The map of IL regions is at the following link - <https://dcf.wisconsin.gov/map/il-r>.
- Services have been streamlined to improve IL service provision in order to better assess and address needs, including housing needs, and areas of programming strength throughout the state.

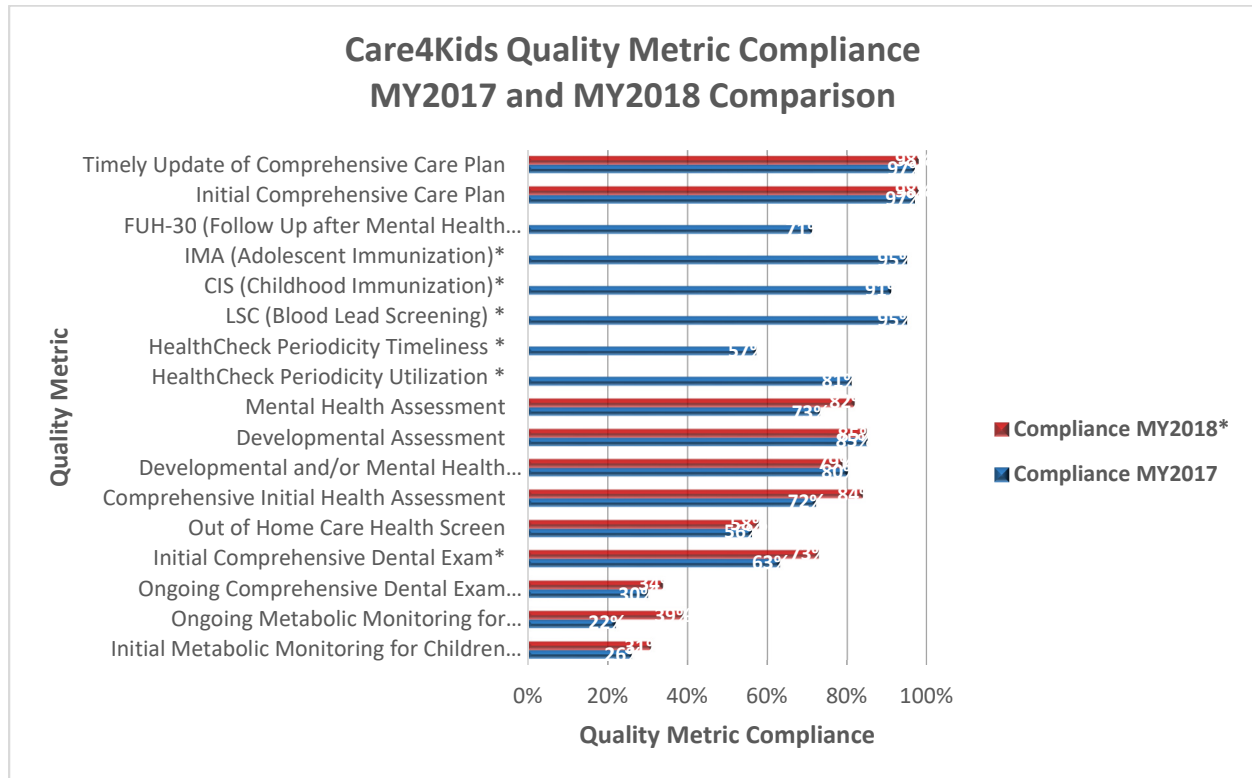
In collaboration with the Department of Health Services (DHS), Medicaid Care4Kids medical home initiative was implemented to provide coordinated and comprehensive medical, dental, and behavioral health services, including trauma-informed care, to children in OHC. (Items 17 and 18, Service Array and Agency Responsiveness)

Care4Kids was initiated in 2017. In response to the last CFSR to recognize that foster children, in general, have more complex physical and behavioral issues than other children; and therefore need access to a medical services system that is coordinated and reflects the unique needs of foster children.

This program continues to meet the multiple health care needs of children in out of home care in 6 Southeastern counties, including Milwaukee serving more than 50% of Wisconsin's OHC population through a medical home model.

- As of May 4, 2019, there are 3,240 children enrolled in the program.

The most recent outcomes related to this project can be found below.



Number of enrollees; timeliness of 2-day initial health screen and 30-day health assessment, and 60-day comprehensive health plan; timeliness of well child check-ups and dental exams; immunization rates; lead blood testing; use of psychotropic medications; emergency room and hospital utilization. Data reports attached to this report provide information on these measures and trends in children served and health outcomes. In partnership with the Wisconsin Child Welfare Professional Development System, a web-based training was developed and released in February 2018. This training outlines the requirements of Care4Kids and provides an overview of supports and services available to enrolled members.

DCF, initially in partnership with the Fostering Futures initiative (see collaboration section, page 17), promoted the adoption of trauma-informed principles in all areas in the child protective services and youth justice systems and in other systems serving children and families through expansion of the WI Trauma Project, participation in Fostering Futures, as well as creation and implementation of two additional initiatives: Connections Count and The Healthy Infant Court, which were added in 2016 and strengthen and compliment the WI Trauma Project. (Items 17, 18, Service Array and Agency Responsiveness)

The Wisconsin Trauma Project is an evidence-based project that began in 2012. It includes providing trauma treatment, trauma focused-cognitive behavioral therapy (TF-CBT) and trauma-focused child-parent psychotherapy (TI-CPP), into the child welfare service array; provides trauma-informed parenting training to resource and biological parents; and organizational and system training, consultation and technical support to build a more trauma-responsive system of care.

In the past five years, accomplishments include:

- Expansion to 58 counties and 4 tribes since the initial two sites in 2012;
- 182 masters level clinicians from 25 counties and one tribe, who treat children in the child welfare system, participated in TF-CBT learning collaborative organized by DCF;
- 589 clinicians have been trained in trauma-specific evidence-based practices.
- 1,128 children have been screened and assessed with trauma-specific evidence-based tools.
- 30 clinicians from a past Learning Collaborative participated in a 1.5 day-long advanced training.
- 457 caregivers, community members, and workers from 12 counties and two tribes were trained in the National Traumatic Stress Network (NCTSN) Trauma-Informed Parenting Training curriculum, adapted by a Wisconsin Master Trainer.
- Development of 31 local trainers for NCTSN Trauma-Informed Parenting Training
 - Post-workshop surveys revealed:
 - Over 98% of participants understood traumatic experiences can cause problematic behaviors and that there is a connection between a child's behavior and a trauma reminder
 - Over 97% of participants believed a child who has experienced trauma can learn new ways of thinking and understood how to use tools they learned in the workshop to help a child with reactions to a trauma reminder
- Thirty previously trained clinicians and clinical supervisors completed a TF-CBT booster session to help ensure model fidelity, and 34 individuals participated in a 3-day Trainer Annual Meeting to focus on continuous improvement of the curriculum, develop local trainers, and introduce a new curriculum adaptation developed for ages 0-5.
- The 2016-2018 expansion also included training for clinicians who treat children in the child welfare system or are at risk of entering the child welfare system in Trauma-Informed Child Parent Psychotherapy (TI-CPP), which focuses on very young infants and children up to 5 years of age. In 2017, 24 clinicians participated in the TI-CPP learning collaborative. Together with TF-CBT, this will help increase the availability of effective evidence-based interventions for childhood trauma for children of all ages.

DCF provided

- Training and technical assistance was provided by Fostering Futures and a team of Wisconsin-based coaches through calendar year 2018 to assist state, county, and tribal child welfare agencies to become trauma-informed organizations. Further, Trauma Informed Care principles were integrated into the training system utilizing the model developed by the National Child Traumatic Stress Network (NCTSN), so that all child welfare workers understand the importance of integrating trauma concepts into their daily practice leading to improvements in regards to child and family outcomes. Concepts have been and continue to be imbedded within the pre-placement and pre-service curricula and are taken into account as the foundation courses are re-structured to align with the new core practice competencies.
- Additionally, the second component of the DCF Trauma Project was developed and is available through three sessions of the 16-hour NCTSN training and includes 15-20 parents in each workshop, as well as caseworkers, youth justice workers and others involved with the child welfare system and support of the children and families. A pre and posttest is administered at each workshop with 97% of participants reporting better understanding of tools to help a child with reactions to a trauma reminder. It is a goal of the trauma project to: 1) Continue to hold at least 3 sessions of the 16 hour NCTSN training at each

site; and 2) Continue to administer the pre and posttest with anticipated responses of change in parenting approaches of 90% or more as a result of the training.

- *Outreach* is provided to encourage individuals to participate, and outreach with community partners to increase the number of caregivers and professionals in child and family-serving systems trained in trauma-informed approaches. The 2017 sites were encouraged to also include community stakeholders in the workshops. The stakeholder groups represented in the workshops include school staff and leadership, court system Guardian ad Litem attorneys and juvenile judges, Birth to 3 staff, and clinicians. DCF are currently revising the curriculum to be even more inclusive of diverse audiences. For example, one of the child case scenarios was revised to take place in a child care environment to increase the diversity of care settings.

Initiatives that will strengthen and compliment the Trauma Project include the Connections Count and the Healthy Infant Court.

DCF implemented the Connections Count program with funding available from the 2015-2017 state biennial budget bill.

This prevention initiative targets vulnerable families with children ages birth to five years old who reside in high need communities or neighborhoods, in order to reach children at risk of child abuse or neglect. The purpose of Connections Count is to: (1) improve the connectedness of vulnerable families to ongoing formal and sustainable natural supports, including linking them to neighborhood leadership opportunities; and (2) assist these families in accessing benefits and services that could meet their needs. Community Connectors provide voluntary, trauma informed services that include outreach, intake, referrals, guidance, economic support, follow up, and other assistance for families as needed. Connections Count was developed as part of the Fostering Futures initiative, a public-private collaboration created to promote trauma informed principles to improve health and socioeconomic outcomes for Wisconsin's children and families.

This project was developed to:

- Target high risk communities to reach vulnerable families with very young children to prevent child abuse or neglect.
- Address families' immediate or short-term needs while simultaneously creating long lasting connections that build leadership skills, social capital and neighborhood alliances.
- Increase family connections to formal and natural community supports through the use of Community Connectors, trusted members of the community who will partner and engage with vulnerable families in their homes or trusted community spaces.
- Expand the use of evidence based trauma informed approaches and services.
- Identify barriers to access and gaps in services and resources in the communities.

Services began with two agencies in late 2016, Lakeshore CAP, Inc. in Manitowoc and Children's Hospital and Health Systems, Inc. in Milwaukee received grants to operate local Connections Count pilot programs. Both agencies continue to operate the Connections Count programming in their respective communities.

Outcomes since the program's inception include the following.

- Both programs are operating at or above 75% of their capacity and continue to maintain an enrollment goal of at least 75% estimated capacity per program per quarter.
- Between January 2017 and December 2018, Children's Hospital of Wisconsin-Milwaukee enrolled 107 families into their program. To date, 31 families have successfully completed the program by

completing their goals. In the last two quarters of reporting, CHW has been able to enroll just over half of all referrals that come in.

- Between January 2017 and December 2018, Lakeshore CAP in Manitowoc County enrolled 103 families into their program. To date, 99 families have successfully completed the program by completing their goals.
- The DCF is currently analyzing the first full year of data, and believes that the difference in enrollment for Milwaukee and Manitowoc may be attributed to a quicker start up in Manitowoc and staff turnover in Milwaukee. More specific information and other patterns will be determined when the evaluation is completed this fall.
- Both grantee agencies have processes in place to assure customer satisfaction that produces feedback from participants that is used to evaluate and improve the program.
- Participants in each implementing site are given a pre- and post- self-assessment of strengths surveys that measure any changes or impacts the program has had during the six months or more of engagement. With more families beginning to complete the program in the last two quarters of programming, rich data is expected to be collected in the coming months to show what impact the program has on families.
- Demonstrate overall improved health, decreased levels of child abuse and neglect, increased access to services, sustainable community engagement, increased social capital, decreased isolation and toxic stress, and improved socioeconomic outcomes for families enrolled.

Established a Healthy Infant Court that has served 24 infants through the program to date. Of the 24 infants (or cases), to-date, eleven (11) infant's cases have been closed. The breakdown for the closed HIC cases is as follows:

- Four (4) infants have been reunified with a parent;
- Five (5) infants have had adoptions which have been finalized;
- One (1) infant had legal guardianship granted to relative placement;
- One (1) infant passed away after being born extremely prematurely with HIC supporting services for what little time the infant had remaining.

Additionally, Zero to Three chose Healthy Infant Court to be an implementation site in 2019 for the Quality Improvement Center for Research-Based Infant-Toddler Court Teams (QIC). The QIC will provide technical assistance to HIC to increase the court's capacity to incorporate evidence-based practices (EBPs) to strengthen parenting and promote healthy development for infants and toddlers involved in child welfare. As a part of this technical assistance, the HIC coordinators have been participating in a weekly cross-site call to share lessons and support with Safe Babies Courts across the country. The first six-week cycle was focused on Safe Babies Court model as prevention of maltreatment, and the second training cycle was on protective capacities. The coordinators will continue participating in these calls through 2019.

The HIC Steering Committee and partners worked with Zero to Three to identify priority goals after reviewing the recommendations formulated by the Site Visit Report. HIC will partner with Zero to Three in 2019 to provide the following:

- collaboration between HIC and our partners and QIC to evaluate and revise Healthy Infant Court's mission and vision
- ongoing implementation of national best practices into HIC's policies and procedures
- team training in infant mental health, child safety, child development, and the caregiver/child dyad, parent/caregiver relationship; equity and inclusion, implicit bias
- Safe Babies Court will provide trainers for three full day trainings and three half day trainings

- cross-site collaboration with Safe Babies Court Teams nationally
- coordinators will participate in the cross-site calls weekly as discussed above, and at least ten team members will attend the cross sites meeting in Chicago in August and attend a site visit

DCF developed a cross-system, comprehensive, trauma-informed culturally competent youth-centered approach to serving youth who have experienced trafficking and preventing youth from experiencing sex trafficking. Identify needs and develop programs and policies to address youth who are at risk of or have experienced sex trafficking. (Items 2, 12, 16-18, Service Array, Agency Responsiveness, Training)

Wisconsin successfully passed and has implemented a series of legal, policy and program changes in response to the Preventing Sex Trafficking and Strengthening Families Act (Pub. L. 113-183) and the Justice for Victims of Trafficking Act (Pub. L. 114-22). This was in recognition of the growing concerns related to trafficking and a more coordinated, comprehensive and robust approach is developed

Major activities in the last five years include convening and supporting a high level task force to issue recommendations and guidance to the state's anti-human trafficking work. This cross-discipline Task Force was co-chaired by Wisconsin's Attorney General and DCF Secretary, Eloise Anderson. The Task Force met quarterly from December, 2015 to December, 2017 and included cross sector leadership from a wide range of agencies. In addition to deliverables reported previously, Task Force workgroups advised on and created the following items.

- Recommendation of prevention curriculum that has been promoted statewide
- Creation of the Guidelines for an Effective and Coordinated Community Response to Sex Trafficking of Youth protocol intended to assist communities in identifying 1) what community services should ideally be available to youth identified to be at risk for or experiencing sex trafficking and 2) provide guidance for the development of a community resource inventory and response plan.
- Led an Anti-Human Trafficking Advisory Council, chaired by the DCF Anti-Human Trafficking Coordinator. The Advisory Council continues the work of the Task Force by bringing together public and private stakeholders working directly with human trafficking cases. Council members will provide input on the implementation of DCF anti-human trafficking policies and programs and bring forth additional considerations and recommendations that can enhance the state's efforts.
- Initiated and continues to build an anti-human trafficking regional hub network in the northeastern and southeastern regions of the state. The northeastern hub initiated services in 2017, an additional hub began in the southeastern region of the state in June 2018. Regional hubs provide technical assistance, training, some direct services, and coordination of additional community services to counties and Tribes served by those regions.
- Provided and continues to provide temporary funding to counties and Tribes for out-of-home care placement costs related to a substantiated sex trafficking allegation while the state reviews options for supporting a new specialized residential treatment program for this population.
- Developed a prevention documentary video featuring survivors affected by human trafficking in Wisconsin. Efforts have included working with the Department of Public Instruction to develop curriculum to support this video in the school system as well use of the video as a training tool for child welfare, law enforcement and agencies that services survivors of human trafficking. DCF is working on a roll-out strategy for this video that builds on strategies identified by DPI that will be finalized in the fall of 2019. This will include how to use the video with broader populations such as community-based agencies serving youth.

- Developed a public awareness campaign, “Wisconsin We Need to Talk that had a significant impact, the digital performance snapshot provided by JSI about the campaign launched in June 2018 found 8,338,562 total impressions, 26, 536 clicks and 1,933 site interaction activities.
- Wisconsin’s efforts were highlighted through their newsletter – in the “News You Can Use” section at the following link - <https://content.govdelivery.com/accounts/USDHS/bulletins/20cffc2> - further, the Blue Campaign brought attention to Wisconsin’s effort via social media, see Attachment B.
- A second phase of the campaign is expected to begin in June, 2019 and will include media, billboards and social media as well as desk guides and rack cards that help identify additional warning signs for anti-human trafficking
- Developed a series of short webinars to train stakeholders in the hotel and lodging industry that may come into contact with individuals who are being trafficked. Webinars were promoted to over 3000 properties by the Wisconsin Hotel and Lodging Association (WHLA). Webinars are available in English, Spanish, and Hmong. DCF partnered with DOJ, the WHLA, and UW Division of Continuing Studies to develop this series. A DCF developed tool kit is available at <https://dcf.wisconsin.gov/aht/toolkit>. In addition to information on all of the webinars, deliverables from the Task Force and on-line training is available from this toolkit, additional on-line training will be announced in the summer of 2018.

Developed a plan to strengthen the response to and services for children with disabilities in the child protective services and juvenile justice systems. (Items 16-18, Service Array, Agency Responsiveness)

This objective was developed in response to a growing concern about children with disabilities in the child welfare system. Wisconsin Act 365 was passed in 2016 and required that DCF develop and implement a plan for identifying and strengthening practices used to investigate reports of suspected or threatened abuse or neglect of a child with a disability. DCF will continue current ongoing efforts to develop a cross-sector, comprehensive approach to improve services for children with disabilities in the child welfare system.

Over the last several years, the following activities have been undertaken to improve DCF’s understanding of children with disabilities in the child welfare system and to better serve children.

- Concluded a year-long workgroup with a series of recommendations to better serve children with disabilities in the child welfare system.
- Identified risk factors of children with disabilities in the child welfare system;
- Identified the scope and experience of children with disabilities in the child welfare system,
- Explored practices in other states and made recommendations to DCF about steps to address concerns identified.
- Steps identified to address issues included:
 - Increasing evidence-informed education to parents and professionals who work with these children and families about the heightened risk for mal-treatment;
 - Strengthening the timely and accurate identification of children with disabilities through cross-system exchanges with the health and education systems.
 - Strengthening training for child welfare workers on best practices; and,
 - Updating child welfare standards to incorporate best practices and provide access for services for families who touch but do not enter the child welfare system.
 - Strengthening coordination between child welfare and children’s disability systems.

The full report from the Workgroup that includes data on this population in the child welfare system can be found at <https://dcf.wisconsin.gov/files/cwportal/reports/pdf/act365.pdf>.

Based on the recommendations of the Workgroup, DCF:

- Led a *prevention workgroup* that focused on increasing evidence-informed education to parents and professional who work with children and families about the heightened risk of maltreatment for children with disabilities and empower children with disabilities by increasing education and self-advocacy efforts regarding personal safety and boundaries. *Prevention workgroup milestones* include the following activities.
 - Developed a resilience and prevention-focused pamphlet that can be universally used, and that states the increased risk of child abuse and neglect for children with disabilities.
 - Created an infographic that communicates the heightened risk of child abuse and neglect for children with disabilities.
 - Developed and presented content additions for the state Mandated Reporter Training and provided DPI with content additions to be included in the DPI Mandated Reporter Training.
 - Compiled a list and landscape assessment of current existing curriculum, resources, and tools that specifically focus on teaching children and youth with disabilities about personal safety and boundaries, and how to advocate for them.
- Led a *resources workgroup* that focused on identifying a network of resources to support child welfare workers. This included: providing workers access to information about individuals and organizations; identifying ways to promote shared responsibility across and within state and local child welfare and children's long-term care and mental health programs to better serve children with disabilities; providing access to services for families who touch, but do not enter the child welfare system; and exploring options for providing navigation assistance/care coordination through a system other than the child welfare system to screened-out families and families with cases closed after Initial Assessment to help those families navigate and access appropriate supports and services. *Resources workgroup milestones* included the following activities.
 - DCF and DHS are collaborating to draft a joint informational memo providing guidance on communication and collaboration between agencies with a shared disability population.
 - DCF is working on adding a disability resources page to eWiSACWIS.
 - DCF and DHS are working collaboratively to create a new section of the Well Badger website (www.wellbadger.org) specifically for information for child welfare workers.
 - DCF is working with DHS regarding training surrounding communicating with children with disabilities.
- Continued to collaborate with DHS and DPI on a *data workgroup* that is focused on implementing specific data exchanges with DPI and DHS to improve the accuracy and integrity of disability data in the state's automated child welfare information system and develop enhancements to the state's automated child welfare system to local child welfare staff to support and guide their intervention with and on behalf of children and their families served in the child welfare system. *Data workgroup milestones* include the following activities.
 - DCF and DPI are continuing to collaborate on shared data, including bringing key IEP and IEP disability data into eWiSACWIS to assist child welfare in the identification of children who are reported to or served in the child welfare system
 - DCF and DHS began meeting regularly in 2019
 - DCF and DHS began collaborating on shared data in 2018, including the release of a joint Memorandum of Understanding intended to open the lines of communication between Child Protective Services and Children's Long-Term Support services at the local level, and the automation, through eWiSACWIS, of Birth-to-3 referrals in cases of substantiated maltreatment.

- Led a *standards and training workgroup* focused on updating child welfare standards to incorporate best practices for effectively responding to, engaging, and serving children with disabilities and strengthening training for child welfare workers on best practices for effectively responding to, engaging, and serving children with disabilities. *Standards workgroup milestones* include the following activities.
 - Workgroup initiated in 2018 and continues to meet on a regular basis
 - The workgroup had identified considerations for several changes to the CW Standards that will be presented to DCF
 - DCF arranged a 2-day specialized training by national expert, Dr. Scott Modell, on interviewing and engaging children with disabilities; offered free of charge to multidisciplinary teams, including child welfare workers, CAC interviewers, law enforcement, and legal partners
 - The training was provided to 190 child welfare staff through 3 trainings that occurred in September 2017, February 2018 and April 2018.
 - DCF and DHS worked together to develop a more streamlined version of the training, with a specific focus on understanding and communicating with children with disabilities, which was offered in April 2019 and will be offered again in June 2019, August 2019 and October 2019.

Goal 3: Strengthen outcomes for youth and other vulnerable populations

Activities in this area included the following accomplishments and ongoing activities.

Wisconsin developed and passed legislation to extend OHC to age 21 for youth with an individualized education program and plan for implementation. (Item 16) in recognition that this additional support will assist youth aging out of the foster care to improve their educational, employment and other outcomes if they continue to access support from the child welfare system. The law became effective in August, 2014. Efforts to promote the awareness of this benefit will continue. DCF is now developing a tracking mechanism to determine the uptake rate for eligible youth. Since this went into effect, 42 youth have used this benefit, roughly 25% of the eligible population. DCF will continue to provide information about how to access this benefit.

DCF implemented a two-year demonstration grant providing housing to youth using a housing first approach. Based on lessons learned in this pilot project in 3 counties, Wisconsin was able to secure funding for a Milwaukee project focused on proving housing and support services to youth that is continuing. (Items 12, 16-18, Service Array, Agency Responsiveness)

- The new Milwaukee Program has served 12 youth to date through intensive housing and case management support. Half of the youth served identified as pregnant and/or parenting. Due to the significant number of participants who are currently pregnant and/or parenting, the total number of participants to be enrolled in PATHS at one time was adjusted to sixteen for year two of the project. These youth have significant health, mental health and legal needs and have been provided significant assistance to overcome issues.
- In addition, seven youth received crisis support and less intensive case management services provided by the PATHS Peer Specialist to keep them engaged while waiting for their housing applications to be processed and approved by their future landlords.
- Currently more than 100 youth are on the PATHS waitlist and received emergency support services as needed by Pathfinders staff. Immediately after young people are added to the PATHS waitlist, PATHS staff offer to connect these youth to either a youth shelter or to 211 for adult emergency shelter, if needed. This number demonstrates the ongoing need for this service.

DCF initiated and continues to support the ability of youth to obtain and retain employment and access Technical College training certification and degree opportunities. (Items 16 Service Array, Agency Responsiveness)

In the last five years DCF has:

- Partnered with DPI on academic and career planning process.
- Worked with technical colleges through the Foster Youth to College Advisory Council.
- Developed a brochure for the workforce to provide guidance on how to be a trauma-informed employer.
- DCF continues to attend local Youth Employment Network meetings to better assess needs and strengths in youth employment.

Goal 4: Strengthen and improve the child welfare infrastructure.

Activities in this area included the following accomplishments and ongoing activities.

In the last five years, Wisconsin redesigned the CQI system.

The current child welfare Continuous Quality Improvement (CQI) system consists of multiple components. These components include: qualitative and quantitative data; improvement projects and, experimental solutions

The foundation of Wisconsin's CQI system is collaboration with:

- Partners within and across state agencies
- County and tribal child welfare agencies
- Other key stakeholders such as the Wisconsin Children's Court Improvement Program
- Partners in the university system

DCF will continue to use the CQI system as part of providing data and feedback to counties to improve performance as a central component of Wisconsin's proposed PIP and part of DCF's proposed 2020-2024 CFSP.

Wisconsin completed and implemented revised Child Welfare Model for Practice.

Please see Collaboration Section of this report beginning on page 10 for specifics of the practice model describing how Wisconsin collaboratively developed a vision and guiding principles for the child welfare system. The completed Model for Practice can be found at the following link - <https://dcf.wisconsin.gov/files/cwportal/model/modelguide.pdf>

Wisconsin participated in the third round CFSR in FFY18 and developed a Program Improvement Plan that will serve as the basis for the 2020-2024 CFSP and ongoing strategic planning efforts underway at DCF.

Beginning in 2016 and continuing through the CFSR and now into Wisconsin's Program Improvement Plan and 2020-2024 Child and Family Services Plan. DCF

- Identified and solicited feedback from key stakeholders to include in the statewide assessment.
- Launched of a Program Improvement Plan (PIP) Advisory Group in December 2017 to begin planning for eventual PIP development using state data.
- Developed and submitted statewide assessment in February, 2018

- Engaged in extensive collaboration with the Children’s Bureau on all elements of the CFSR process, including site selection, defining case sample, arranging statewide interviews, training and preparing local sites and reviewers to prepare for the April 16-20, 2018 review week, beginning in October through review week.
- Planned and executed local site review.
- Received a final report from the Children’s Bureau in September, 2018 - <https://dcf.wisconsin.gov/files/cqi-cfsr/pdf/report/wi-cfsr-final-report-2018.pdf>
- The CFSR final report continues to be the basis for developing Wisconsin’s Program Improvement Plan which was submitted on May 30, 2019 and will serve as the foundation for the 2020-2024 CFSP.

DCF developed and implemented a structured process for policy/program development and implementation including incorporation of parent and youth voice in the policy and program development process. (Items Agency Responsiveness, Service Array)

Efforts over the last five years have included.

- Ongoing development and implementation of a regular training schedule of planned offerings to ensure training is available as needed by child welfare staff as described in the training section.
- Strong engagement of birth parents that participated in Wisconsin’s CFSR interview process.
- DCF continues to work with this group of parents and will identify mechanisms to include their feedback into the Program Improvement Plan.
- Broader efforts to engage youth voice are described on page 14.
- Efforts to more strongly engage youth voice are described earlier in the collaboration section of this report.

3. Update on Service Description

Title IV-B, Part 1

Purpose

Title IV-B, Subpart 1 is a federal block grant that can be used for a broad range of child welfare services. P.L. 109-288 changed the Title IV-B, Subpart 1 program from a permanent authorization to a five-year authorization. The purpose of the program is to protect and promote the welfare of all children; prevent the neglect, abuse or exploitation of children; support at-risk families through services that allow children to remain with their families or return to their families in a timely manner; promote the safety, permanence and well-being of children in foster care and adoptive families; and provide training, professional development and support to ensure a well-qualified workforce.

On September 30, 2011, the Child and Family Services Improvement and Innovation Act reauthorized programs funded under title IV-B for five years through FY 2016 and made a number of other changes including a requirement for states to expand the information provided in the APSR relating to services provided to young children, health care coordination and oversight for children in foster care and the specific sources of information regarding child maltreatment deaths.

In Wisconsin, Subpart 1 funds are used for the Children and Families Aids, Youth Aids and Runaway and Homeless Youth Programs. A small amount of Subpart 1 funds are also used for DCF state program operations. The programs funded under Title IV-B, Subpart 1 have not changed in several years, but the allocations to the program areas are subject to change based on the amount of the federal IV-B Subpart 1 award.

DCF contracts with its 72 counties and 11 tribes to deliver services at the local level. Funds are included in a state/county contract by federal category of funding. Federal funding is blended with state and local funding to provide the range of child welfare services. For example, the CFA has three federal fund sources in it (SSBG, IV-B part 1, IV-E). In addition, all counties also receive Preserving Safe and Stable Families (PSSF) funding as well as Temporary Assistance to Needy Families (TANF) for the kinship care program. Each county is audited annually to assure that funds provided for a specific purpose are used for the intended purpose. As part of the contractual relationship, DCF receives a copy of each county's annual audit but does not require counties or tribes to report on the number of person/families served by each federal program area.

Use of IV-B Funds for Maintenance Payments

Wisconsin does not use IV-B, Subpart 1 funds for foster care maintenance payments. All foster care maintenance payments, including payments for children who are not IV-E eligible, are made with state GPR funds (for DMCPs and state foster care) or Children and Family Aids and county tax levy. Wisconsin does not anticipate a need to use IV-B, Subpart 1 funds for foster care maintenance payments in the future.

Children and Family Aids Allocation

Children and Family Aids (CFA) is the state mechanism to provide county human and social service agencies in Wisconsin with state and federal funds for child welfare services. The largest single funding source for Children and Family Aids is state General Purpose Revenues (GPR). The following federal funds are also included in the county allocation: Title IV-E foster care reimbursement earned based on expenses incurred by the state and counties, the Social Service Block Grant (SSBG), Temporary Assistance for Needy Families (TANF) transferred to SSBG, and Title IV-B, Subpart 1 Child Welfare Services. CFA funds can be used for child protective services, other child welfare services including a range of prevention services including primary, secondary and tertiary and community-based services to the youth justice population.

The CFA funds are used by county agencies for child welfare services and other services to children and families. Counties are required to provide a local match to the CFA funds, with most counties providing more than the minimum amount of match required under state law. The county match is the primary source of state match for the Title IV-B, Subpart 1 funds.

Counties have flexibility in determining how much CFA funding to allocate for each type of service. Counties must provide human services to populations specified under state statute, but the counties determine the specific types of services provided.

DCF uses several tools to monitor and assess county human services provided using CFA funds. The State and counties enter into a contract covering the administration of the CFA funds. Client service information is transmitted to DCF in multiple ways, including client services information reported through eWiSACWIS. Expenditure information is reported through the Central Office Reporting (CORE) System.

IV-B funds are also used in Youth Aids which is a block grant provided to counties for use in serving the youth justice population.

IV-B, Subpart 1 - Homeless and Runaway Youth Funding

In 2018, the Department provided \$776,440 to 7 Runaway and Homeless Youth (RHY) programs. In 2018, funding was expanded to include a combination of GPR (\$50,000) and federal IV-B, Subpart 1 funds. The goal of the RHY Program is to prevent and reduce the number of youth experiencing homelessness in Wisconsin by ensuring that youth and their families have the services and supports that they need. The target population of the RHY Program is youth and young adults ages 12-21 that have run away, are at-risk of running away, who are homeless, or who are at imminent risk of becoming homeless. In addition to the RFP process, the Department is

integrating the RHY Program into the fabric of other adolescent services. To do so, there are two main areas of work for DCF in the next several years:

- Solidify the vision, state priorities, and a coordinated system of service delivery and outcomes.
- Obtain better data on the scope and prevalence of youth homelessness to understand and effectively target limited resources.

Future RHY programming will include a prevention and outreach component; shelter (both formal and informal); and short-term transitional and permanent housing options. All RHY Programs will be required to work toward four key goals in their target community and/or region:

- Ensuring Safe and Stable Housing
- Supporting Self-Sufficiency
- Increasing Permanent Connections
- Promoting Health and Well-being

Based on lessons learned from a pilot project that concluded in 2016, DCF allocated state funding for youth aging out of out of home care to a new housing first project described under Goal 3 of DCF's Plan for Improvement.

Promoting Safe and Stable Families, IV-B, Part 2

Wisconsin's Promoting Safe and Stable Families program (PSSF) is administered by the Division of Safety and Permanence (DSP) and has four components: family preservation, family support, time-limited-reunification services and adoption promotion and support. Services in the first three components are primarily delivered by 70 county agencies. The Division of Milwaukee Child Protective Services and Menominee County do not receive annual PSSF allocations. In Menominee County, the tribal agency receives PSSF grant funds directly from the federal government and Milwaukee County does not receive an allocation, as the Department of Children and Families operates the child welfare system.

Adoption promotion and support services to the counties are provided at the state level through the public adoption program. A portion of the federal award is also used to fund regional or statewide family preservation, family support, and time-limited activities (including funding programs for Wisconsin's 10 tribes and the Division of Milwaukee Child Protective Services).

Title IV-B, Subpart 2 funds are allocated to counties for the operation of local PSSF programs. In order to build on local collaboration and community-wide planning efforts, PSSF program service delivery involves various stakeholders within each county. Strong collaboration at the local level is critical in ensuring that the populations at greatest risk of maltreatment are identified, supported, and served in a timely and effective manner. Coordination of training and direct service efforts at the community level further assists community stakeholders, including child welfare, law enforcement, education, and community-based providers in identifying and targeting services to those with the greatest needs. Counties have focused on improving outcomes for children and families through prevention efforts with funds from several sources in an effort to better target high-risk children and families. For example, some counties incorporate PSSF programming with the Wisconsin Brighter Futures Initiative (BFI), while others use PSSF funds to support local Coordinated Services Teams, Alternative Response, Home Visiting programs or in support of the WI Trauma Project initiative. DSP continues to work with counties to strengthen collaborative efforts and leverage additional dollars at the local level.

While local operation of PSSF programming is the cornerstone of unique implementation in

Wisconsin, each local agency under contract with DCF is responsible for meeting the following requirements:

- Provision of family preservation, family support, and time-limited reunification services designed to promote child and family safety, stability and well-being. To meet the Title IV-B, Subpart 2 fiscal requirements for preservation, support and reunification services, local agencies are required to dedicate the required portion of their total PSSF program funds to each of these three service areas.
- Identifying the populations at greatest risk of maltreatment and targeting local community services to these populations to prevent the occurrence of abuse and neglect and ensure that children and families are safe, stable, and nurtured.
- Developing implementation plans, including program descriptions, program goals specific to PSSF service categories, measurable outcomes, and program budgets to reflect funding allocations in the three PSSF service categories of support, preservation, and reunification, as defined by the federal requirements.
- Actively and comprehensively involving multiple stakeholders in the planning, implementation and evaluation processes.
- Submitting annual reports to include outcomes achieved with regard to prevention, preservation and reunification; number of children and families that received services funded with the PSSF grant; and an expenditure report showing actual dollars spent for support, preservation, and reunification.

The adoption component of PSSF is delivered by the public adoption program using PSSF funds combined with other state and federal dollars to locate families who are able to provide safe, permanent homes for children who cannot achieve permanence with their parents.

Wisconsin counties submit annual plans to DCF, outlining how the PSSF money will be spent to address the above needs. Tribal technical assistance is also offered through this funding. Agencies collect and report information on individual outcomes and evaluate countywide data on an annual basis. Plans may be amended as outcomes and emerging needs dictate. Through eWiSACWIS, both the state and county agencies have access to more current data than has been available in the past to help evaluate program effectiveness.

Use of Title IV-B Subpart 2 Funds for PSSF Services

Of the total PSSF funds, approximately 20% is used by the DCF for state-level adoption promotion and support services activities, while approximately 5% is used by DCF for state operations, including training and technical assistance to counties and tribes. Approximately 10% of PSSF funds are used to support the statewide Wisconsin Trauma Project. The remaining 65% of PSSF funds are allocated to counties and tribes to fund support, preservation, and reunification programs. Local agencies are required to apply federal funding requirements for family support, preservation, and reunification services to meet PSSF spending requirements for those service areas.

For the adoption promotion and support services portion of PSSF, funds are directed toward promoting and supporting adoption as a permanency outcome for children. In 2018, the PSSF funds for Adoption services was used to support a network of six Post Adoption Resource Centers (PARCs). The PARCs provide resources, family events, and referral services to adoptive families. In July, 2019, a new contract will begin with one agency for post adoption and permanency related services. The purpose of moving from 5 agencies to one agency is to ensure services are consistent across the State and as needs change for families the ability to be flexible in matching services can be completed quickly.

State Matching Funds for Title IV-B, Subpart 2

PSSF funds for all categories, except adoption, are allocated to counties on a calendar year basis and to tribes on a federal fiscal year basis. Under state policy for the PSSF program, local agencies are required to spend at least the minimum amount required for preservation, support, and reunification. As Wisconsin does not currently operate any specific projects in the “other” services category, local agencies are required to use the amount of funds slated for “other services” on any of the three categories: preservation, support, or reunification activities.

DCF uses the adoption portion of funds at the state level as part of the overall financing for adoption program activities.

The required state match for the PSSF allocation is generated by county agencies using state GPR funds provided through the Children and Family Aids program or local tax levy funds. The estimated match amounts are based on local agency expenditure information reported to DCF. While estimated match amounts shown in the CFS-101 form reflect projected minimum match expenditures for each of the PSSF categories, actual match expenditures will typically exceed minimum amounts (particularly for family preservation activities).

The focus of the Wisconsin PSSF program has been to ensure that program services meet the federal requirements for each of the service areas and improve outcomes for children and families who are at high risk or currently involved in the child protective services systems.

As new child welfare policies, standards and procedures are developed and implemented statewide (with the goal of improving safety, permanence, and the well-being of children and families), PSSF service providers are expected to coordinate services and target populations in ways that improve child welfare program outcomes. Counties are also encouraged to align PSSF program outcomes with other county or state initiatives to improve coordination of efforts. For example, counties use PSSF funds to better support local Home Visitation, Coordinated Service Teams, Family Resource Centers, Community Response programs or reunification services. Finally, counties have been encouraged to align their PSSF funds with evidence-based programming or other promising approaches in the areas of Home Visiting, Trauma-Informed Care and Youth Development in an effort to create a better coordinated system of care for children and families who are most at-risk and in need of services.

Counties continue to focus their PSSF allocations on family-based services designed to strengthen families and use targeted outcomes as the basis for their program design and local programming. Counties evaluate the performance of their programs to make funding and program decisions and utilize a family-based, coordinated approach.

PSSF Reports

PSSF agencies are expected to submit an annual plan that includes data from the previous year for planning purposes. The data is used to better understand county performance as it relates to prevention, preservation, and reunification efforts. Each PSSF program also was required to submit an annual report that covers activities of the previous years. The amount of funding spent and numbers of children and families served are reported by category; i.e., Family Support, Family Preservation and Family Reunification, to ensure proper distribution of funds and services in compliance with Federal PSSF Program requirements. The annual report also includes program outcomes for that period.

PSSF Services and Outcomes at the County and Community Level Over the last five year

Following are some specific outcomes achieved and examples of local programs and services supported with PSSF funding:

- Vilas County utilized PSSF funds to engage fathers through their Fatherhood Program. This program aimed at providing monthly educational and parenting support to over 20 fathers and their children. Sessions include both a component of structured interaction between parent and child as well as opportunities for fathers to learn from and support each other.
- Ozaukee County's Family Steps program reported a 95% success rate of ensuring Family Preservation in identified families.
- Dunn County utilized PSSF funds to serve 100 children through their Nurturing Program and met outcomes identified for the program including reducing re-entry of children into Out of Home Care.

- Brown County's Families First Program (Family Preservation) served over 40 families and over 100 children. 98% of families enrolled in the program were successful in meeting at least one identified goal.

Statewide Efforts Supported by PSSF

In addition to PSSF funding for county delivered programs/services, over the last five years Wisconsin has provided ongoing PSSF funding to a number of state-wide programs that support and enhance local efforts to improve child welfare outcomes, including the following:

Tribal Allocation

Funding is provided to Wisconsin's eleven (11) federally recognized Indian tribes headquartered in Wisconsin. These grants are combined with other funding sources and used to implement the tribal Family Services Program (FSP). A comprehensive array of services includes family support, family preservation and reunification services, along with other services for children and families using the other funding sources in the FSP allocations.

DCF staff that manage the Tribal FSP work collaboratively with the tribes to update and improve outcome measures used by the tribes. Staff also provide technical assistance to tribes on effective utilization of outcome data and evaluation methods. DCF works with tribal staff to identify evidence-based programming when tribes request modifications to programs, as appropriate. Quarterly meetings are held involving the tribes, Department of Health Services and DCF ensure routine communication, problem solving, and collaboration.

Wisconsin Trauma Project

The Department continued to support the Wisconsin Trauma Project through a portion of Title IV-B subpart 2 funds. The project was developed in response to the considerable amount of scientific research calling attention to the serious long-term impact of trauma on child development, well-being, and optimal functioning in several domains; and consequently, the need to promote meaningful and measureable changes in the social and emotional well-being of children impacted by trauma.

Chafee Program

Chafee Foster Care Independence Education and Training Vouchers

Program Description

Throughout the 2015-2019 five-year time period, Wisconsin made significant changes to how its Independent Living (IL) and Education and Training Voucher (ETV) programs provided statewide services and support for youth currently in and/or exiting out-of-home care (in accordance with the John H. Chafee Foster Care Program for Successful Transition to Adulthood Program). This report addresses both Sec. 477 (42 U.S.C. 677) (a) of the Social Security Act and Wisconsin's progress on the Children and Family Services Plan (CFSP) goals.

Wisconsin's IL and ETV Programs provided services and supports to youth aged 14-21 years. Eligibility for Wisconsin's Chafee services while youth are in care includes the following:

- Those youth who are in out-of-home care for at least 6 months any time after the age of 14, for as long as they remain in care
- Those youth who turn 17.5 while in out-of-home care or who are 17.5 or older when they enter care are automatically eligible for as long as they remain in care

Eligibility for Wisconsin's Chafee services after a youth exits from care and up to age 21 (23 for ETV) includes the following:

- Those youth who are adopted after age 16 (not eligible for room and board supports)
- Those youth who enter guardianship under Chapter 48 or long-term kinship care after age 16
- Those youth who exit out-of-home care at age 18 or older, including youth justice youth living in and aging out of an out-of-home care placement setting

Over the last five years, approximately:

- 7,638 youth were eligible for services
- 3,241 youth were served
- 1,464 youth served were in out-of-home care
- 1,014 youth were assisted with post-secondary education
- 594 scholarships were awarded

Distribution of Funds

Up until 2016, Wisconsin's Department of Children and Families (DCF) allocated IL and ETV funds to local agencies via state/county and tribal contracts and for each calendar year. DCF allocated funding to local agencies based on the average number of both eligible youth and youth receiving IL services in each agency during the previous calendar year, per reports submitted annually to the DCF. DCF developed this formula to ensure each agency receives an amount of available funding commensurate to the number of local youth eligible/receiving assistance to achieve independence. Agencies also submitted an annual work plan to the Division of Safety and Permanence that described the current and following year's IL programs and services. Local agencies used Chafee funds for expenses related to staff salaries, training, administrative costs, direct services, support, supplies and financial assistance for youth.

Starting in 2016, the Department intentionally shifted the use of Chafee funds from the county human services agencies to regional Transition Resource Agencies (TRAs) in order to provide eligible youth with continued support after exiting OHC. The implementation of the regional model was phased, with the last regional agency becoming operational January 2019. All TRAs are selected through a competitive procurement process and there is one TRA per Youth Services Region. Counties utilize their Child and Family Allocation to provide services to youth 14 and over while they are in OHC, which ensures a continuum of service provision for youth 14 to 21 (or 23 for ETV). Services provided by the county focus on promoting normalcy and providing youth with opportunities to learn skills associated with daily living, job readiness, interpersonal relationships, etc. Youth are also supported with obtaining employment, housing, identifying and pursuing education related goals, and remaining connected to caring adults and their communities for ongoing support. TRAs are a resource for county workers serving youth in care, as they are responsible for being aware of and connected to community resources. Youth being served by the county are also encouraged to become involved with the regional YACs.

Wisconsin currently permits foster care extension for youth 18-21 who have an Individualized Education Program (IEP) and are still in high school. The establishment of the TRAs allowed the remaining eligible youth to be supported through a type of community-based extension of care. In this arrangement, youth are no longer required to be connected to "the system" but they still receive similar supports, as TRAs are, at a minimum, required to do the following:

- Create a regional network for youth that includes relationships with different service providers and connections to resources that may be leveraged to support youth's basic needs, skill development, and increased self-sufficiency
- Participate in youth transition meetings (begin partnering with youth and county agency at least by age 17.5)
- Provide direct services for eligible youth ages 18-21
- Create and coordinate a regional youth advisory council (YAC) and support youth member attendance at statewide YAC meetings

The Department of Corrections (DOC)/ Division of Juvenile Corrections (DJC) has also historically received a portion of funds for administrative costs related to their IL program for youth in aftercare (out-of-home placement under DJC's supervision). Some Wisconsin tribes also receive Chafee funds, as detailed below.

Tribal Involvement

In 2017 and 2018, Ho Chunk, Lac Courte Oreilles, and Lac du Flambeau received direct IL program funding from DCF. Each tribal IL program submitted a work plan, as well as annual outcome data to DCF. In April of 2018, DCF held a Tribal Independent Living meeting attended by representatives of 7 of the 11 federally recognized tribes in Wisconsin. The meeting was intended to increase knowledge about IL services, and to encourage tribes to apply for IL funds from DCF. As a result of this meeting and outreach by DCF IL staff and Tribal Liaisons, Bad River, Ho Chunk, Lac Courte Oreilles, Menominee, and Red Cliff applied for and were awarded IL funds directly from DCF beginning in October of 2018. Two other tribes initially applied for funds, but determined they were not in the position to develop an IL program; DCF will continue to provide this as a funding opportunity for tribes. Four of the five tribes receiving IL funds have access to the eWiSACWIS Independent Living page, enabling them to directly enter service information for their youth.

DCF has invited tribal representatives to its regional IL summits since beginning them in 2017. The summits are held throughout the state annually to discuss policy/programming initiatives and issues, and to provide technical assistance and consultation to agency IL coordinators; some tribes have elected to attend. Tribes receiving IL funds directly from DCF participate in training and also receive one-on-one technical assistance from DCF including support for new programs in developing policies and procedures, annual program visits, and notifications of resources and culturally relevant trainings.

Additionally, in 2018, DCF awarded an IL innovation grant to the Lac Courte Oreilles tribe to address barriers to driving and transportation for IL-eligible tribal youth. Lac Courte Oreilles reservation is located in northern Wisconsin, where public transportation is not easily accessible, and the cost of adding a youth to their insurance is unrealistic for many kinship providers. Under this grant, Lac Courte Oreilles subsidizes the insurance cost for care providers, covers the cost of driver's education, and teaches basic car maintenance. This grant opportunity was open to both counties and tribes, with awards being made in July of 2018.

Tribal youth in Wisconsin who are not able to access IL services directly through their tribe are able to receive services through the child welfare agency in their resident county while in out-of-home care, and through a regional Transition Resource Agency upon "aging out". All county agencies serving tribal children confirm collaborative efforts with local tribes. DCF is not aware of any tribes planning to apply directly to ACF for funds. All tribes, whether they receive funding directly from DCF or services from the county agency, are made aware of IL policies and procedures, including eligibility through the DCF Policy and Informational Memo process.

Collaboration

Collaboration regarding the IL Program takes place at various levels of government, educational systems, and individuals in the youth's life, as documented throughout this report. Of special note are the following collaborative efforts, many of which are ongoing:

- 1) Regionalization of the IL program began in 2016 and continued through 2018. Each year, DCF facilitated the roll-out of a new region(s) to provide IL supports for youth who exited out-of-home care still eligible for services. These roll-outs took place over 3-4 days and included a comprehensive overview of DCF's expectations for program provision; a presentation of DCF's eWiSACWIS database and IL resources; and ample opportunity for the new regional providers to ask questions, identify potential challenges, and offer feedback. In addition to regional provider staff and DCF's Bureau of Youth Services (BYS) staff, other DCF colleagues and additional partners were invited to attend at least one day of the roll-out

meetings. These additional partners included both staff from other regional programs and community partners, to provide offer their expertise and discuss their role in being part of the regional pro-youth network DCF expects regional providers to foster.

- 2) In 2018, as part of an improved program evaluation effort, BYS revamped the means by which it collects annual plan and outcomes information from its contracted providers. IL providers are required to submit annual plans each fall for the following year and submit data for each IL domain (housing, health and well-being, education, employment, and connections) twice a year. The IL Coordinator reviews each annual plan and outcome submission and provides specific feedback back to the provider. BYS developed the annual plan and outcomes documents with provider input and continues to refine them and the overall program evaluation process based on feedback received.

In addition, the Coordinator began program visits in 2018 to conduct interviews and review information on-site. [Note: Program visits for TRAs were occurring prior to 2018; however, they were unstructured and the content obtained in each visit varied depending the DCF worker conducting the visit. A consistent structure was established for program visits for use in 2018 forward.] Following the program visit, a summary document is given to the provider, which may include some action item requests, observations of successes and areas for improvement.

- 3) In 2018, BYS staff initiated monthly conference calls with at least one representative from each of the IL regions. These serve as an opportunity for DCF to offer direct updates to contracted partners, while also asking and responding to questions. Contracted partners also have the opportunity to network with each other and troubleshoot difficult issues. DCF also invites subject matter experts (e.g. Department of Workforce Development, Department of Corrections, and Department of Health Services partners) to participate on the call to share out information that will help inform contracted partners' practices.
- 4) In 2017, to best support the transition to the bifurcated county and regional IL service model, foster ongoing communication, and directly solicit feedback and recommendations, DCF started hosting summits in each of the IL regions. DCF staff facilitate these meetings, but the intent is that they provide an opportunity for different individuals involved with IL service provision to receive updates directly from DCF, ask questions, troubleshoot issues, provide feedback, etc. The summits have since been held in each region 1-2 times per year and attendees have found them to be very valuable in supporting their work. In addition, the questions and conversations that have come up during these gatherings have informed DCF's work (including updates to eWISACWIS). County, regional, and tribal partners are all invited to attend.
- 5) Wisconsin's IL program has grown and changed over the past few years, resulting in a need to increase DCF capacity to best support counties and regional providers doing the work. As such, BYS chose to dedicate a staff person to working with the counties and tribes, and a staff person to supporting the TRAs to make the overall IL service continuum more robust throughout the state.
- 6) In 2017 and 2018, the Wisconsin's IL Coordinator(s) attended the National Chafee meeting to receive updates directly from the Children's Bureau and network with IL and ETV staff from other states across the country.
- 7) Since 2013, DCF has contracted with the University of Wisconsin Madison Survey Center to get assistance in achieving greater and more consistent participation in the NYTD Survey.
- 8) In 2015 and 2017, DCF's Bureau of Youth Services hosted its Youth Services Conference (occurring biennially), which brings together DCF staff, county agency staff, contracted providers, and community

partners for two days of sessions focused on improving youth outcomes and rooted in the Bureau's Youth Framework. Additionally, in 2016 and 2018, BYS hosted a Grantee meeting, which included at least one representative from each of the agencies contracted to provide services via BYS's Independent Living, Brighter Futures, and Runaway and Homeless Youth Initiatives. BYS intends to hold both these events on alternate years.

- 9) DCF staff continued to chair the Foster Youth to College (FYC) advisory group. The group, made up of high school and postsecondary representatives, as well as DCF and Department of Public Instruction staff, works to identify the challenges youth formerly in out-of-home care face to enter and succeed in postsecondary programs, and develop resources to increase positive outcomes. Over the past few years, the group has focused on leveraging existing postsecondary supports to assist this population while also developing resources and creating training opportunities to increase the supports available to the youth.
- 10) DCF has established a strategic plan with the Department of Public Instruction in order to implement the requirements of the Every Student Succeeds Act (ESSA) which became effective December 2016. Members of each department meet monthly, at minimum, and work to support the local education agencies and county/tribal child welfare agencies so as to improve educational outcomes for youth in out-of-home care. Joint research projects have been developed to support this work as well.
- 11) Historically, Wisconsin divided its Education and Training Voucher (ETV) funds into two funding sources, with different processes on how youth requested and received supports, different DCF staff responsible for administering funds, and unnecessary confusion, delays, and underspending. In an effort to make funds available to youth more easily and completely, in 2018 BYS staff initiated a LEAN evaluation project to identify areas in which to improve the ETV allocation processes. This process included the input of county, regional, and DCF staff and resulted in significant recommendations on how to brand, administer, and reimburse ETV funds to youth throughout Wisconsin. BYS staff also convened a workgroup again with regional and county providers, as well as postsecondary and Division of Juvenile Corrections representatives, to determine the best means by which to implement the recommendations.
- 12) In 2018, BYS staff closely collaborated with DCF's eWISACWIS team to implement significant changes and improvements to the system's IL page. Staff primarily based their changes on recommendations and requests for technical assistance received from contracted partners and through 2016 and 2017. DCF will implement changes in early 2019.
- 13) In early 2018, BYS made an IL innovation grant opportunity available to its county and tribal partners. Interested parties applied for funds in one of four areas: driving and transportation, employment, permanent connections, and system improvements. BYS staff, along with DCF's tribal liaison, and a Department of Workforce Development staff member, reviewed applications and approved funding for one provider in each of the focus areas. The grants began in July 2018 and continue through December 2019. BYS staff hold conference calls with grantees every 1-2 months to check in and provide technical assistance. Grantees are required to submit data outcomes every six months and will present to stakeholders following the conclusion of the grant.
- 14) In 2018, BYS began convening representatives from Wisconsin's other state agencies on a regular basis in order to share information about services available to WI's young people. The intent is to eventually map youth services, eligibility information, and funding throughout the state departments to assess areas to partner, streamline services and/or address system needs/gaps. The end goal is to develop system capacity to serve youth in an evidence-based, trauma-informed manner, with the right youth being served at the right time in the right system.

Training

Creating, identifying and facilitating the opportunity for on-going agency and staff IL support is a continuous need throughout the state. On a daily basis, the BYS staff supporting IL programming provide technical assistance/consultation to agencies via email and telephone. Partners' most common requests for assistance were questions about verifying youth eligibility, appropriate IL and ETV expenditures, ILTD plan and transition requirements, service and data outcomes reporting, creative ways to engage older youth in services, credit report remediation, and serving youth from another state. These requests for guidance often resulted in requests for specific resource development.

Prior to 2017, the State coordinated five round table discussions for IL Coordinators. In addition to addressing the technical assistance topics discussed above, these gatherings offered opportunities for local child welfare agencies to share promising practices with other counties. In 2017, BYS introduced the regional IL summits, which continued to include county workers, as well as regional providers that are now responsible for serving IL-eligible youth after they exit out-of-home care. These summits serve as a training opportunity given that DCF staff tailor the meeting according to successes or challenges in the given region, provide updates on DCF processes and/or resources, and walk participants through training materials. In 2018, for example, BYS staff trained attendees on Independent Living Transition to Discharge planning requirements and best practices.

The regional roll-out meetings that took place in fall 2016, 2017, and 2018 included trainings on the eWiSACWIS system, youth eligibility, IL and ETV expenditure requirements and parameters, ILTD and transition planning, NYTD and other outcomes reporting, and youth engagement and positive youth development, among others.

BYS staff consulted with other areas within DCF and with Wisconsin's Child Welfare Professional Development Training System to development and/or improve trainings focused on independent living, supporting youth's transition to adulthood, and completing the credit check process for all children in out-of-home care.

Youth Advisory Council (YAC)

Wisconsin encourages youth participation in the Wisconsin State Youth Advisory Council (YAC) consisting of current and former foster youth. Subsidiary YAC groups, supported by Independent Living Transition Resource Agencies (TRAs) are also located in each of the seven Youth Services Regions across Wisconsin. Regional YACs meet monthly to influence policy change and to educate communities and DCF about youth experiences in foster care. Their mission is reaching out to and advocate for young people currently in the foster care system. They do so through presentations, meetings with legislators and participating in trainings and select events.

DCF maintained consistent involvement with the YAC through monthly regional meetings, and the quarterly state-wide council meetings to determine overall initiatives, priorities, and outreach activities. The state IL Coordinator hosts a technical assistance call for all regional YAC advisors on a monthly basis. The Coordinator has also attended some local YACs to observe how those operate, connect with the youth population, and offer support and/or updates. Over the past several years, the Statewide YAC members participated in panel presentations and outreach activities including:

- Participation by youth in the Child Welfare and the Courts Conference, including a general session panel presentation attended by approximately 400 people.
- Provided perspective in the federal Children and Family Services Review (CFSR).
- Served as members of DCF's Program Improvement Plan (PIP) committee.
- Served as consultants in DCF's ETV Changes Workgroup.
- Attended the Citizen's Review Panel (CRP) National Conference.
- Attended the National Daniel Memorial Conference.

- Organized the first Hands Around the Capitol event in 2017 to bring foster care to the forefront in May, which is National Foster Care Month. There was media coverage, and the event was well received by the community. The event was held again in 2018 and is scheduled for May 22nd, 2019.
- Testified on behalf of in-state tuition remission and work permit legislation.
- Presented at the County Child Welfare Directors Conference and Foster Care Coordinator Licensing conference, focusing on postsecondary education planning.
- Managed a Facebook page for members and the general public to access.
- Participation by local YAC groups in activities such as local child welfare meetings, community service events, and foster parent recruitment efforts.
- Contributed to DCF's "Roadmap to Independent Living" guiding document developed in 2018.
- Rebranded Wisconsin's ETV Fund as "Brighter Star" through a statewide competition amongst the seven regional YACs.
- Served as FosterClub All-Stars.
- One member attended the IL Coordinators Chafee meeting in Washington, D.C. in August 2018.
- Participation and/or attendance at many state-wide and national conferences related to court, child welfare practice, education, etc. This includes as panelists, attendees, and/or room hosts.
- Participation on numerous panels, including for community partners in their region, social workers, postsecondary courses, and more.

Data and Program Reporting

County and regional agencies are required to enter service information on the Independent Living page in eWiSACWIS. The DCF IL staff are then able to run reports to assess planning and service delivery. Accuracy of program data within the current five-year report has improved over previous hand tabulated eligibility and services information, but is dependent on accurate information entry into the system.

The following table highlights the breakdown of Wisconsin's program participants for the last five years.

Table A. Program Participants

Fiscal Year 2015-2019	Total Eligible Youth (14-21 yrs.)	Eligible Youth in OHC	Assessment Plan Completed	Service Plan Completed	Transition Plan Completed	Youth Received Service
	7,638	1,464	5,290	5,150	3,449	3,241
Of those who received a service...	Female	Male	Caucasian*	African* American	Hispanic*	Native* American
	1645	1596	1810	1193	318	192

*Individuals may have identified more than one race.

The "total youth receiving services" data is dependent on the information being entered into the system by agency workers. Entering services into the system went through some growing pains resulting in inconsistent data over the last five years. In 2013 DCF saw reduced numbers of eligible youth due to increased permanence and the number of aging youth has continued to decrease.

Purpose Areas under Chafee/Accomplishments and Activities:

The following sections provide detailed data and descriptions of Wisconsin's Chafee plans, goals and progress, specific program accomplishments and progress made towards the purposes 1-5 of Section 477(a). Descriptions provide assurance that Chafee plan certifications were upheld.

1. Help youth transition to self-sufficiency.

Annual IL reports that counties, tribes, the Division of Milwaukee Child Protective Services (formally known as the Bureau of Milwaukee Child Welfare), the Division of Juvenile Corrections (DJC), and the regional Transition Resource Agencies (TRAs) from 2015-2019 indicate that all agencies are providing an array of services designed to help youth achieve independence and self-sufficiency.

Agencies responsible for providing IL services to youth still in out-of-home care conduct IL skills assessments with each eligible youth using their agency's chosen methods/tools. These tools assist the worker with determining the youth's level of life skills development, proficiency gaps, educational progress, among other considerations. Workers complete the assessment in collaboration with the youth and significant individuals with whom they may be working. Agencies most commonly use the Daniel Memorial and the Ansell-Casey assessment tools. Agencies may also use Individualized Education Plans (IEPs) as a basis for gathering additional assessment information and monitoring participant progress.

Wisconsin state statutes require all eligible youth over the age of 14 who are eligible for IL services have a documented Independent Living Plan (ILP). This plan is based on the results of the aforementioned individual skill assessment and on youth input into their permanency plan. Workers complete the Assessment/Plan tab in Wisconsin's eWiSACWIS system to document each youth's goals and action steps. As a first step, youth identify areas they feel are most important in achieving self-sufficiency and work with their caseworker or Independent Living Coordinator to develop goals and identify learning activities accordingly. Some agencies complete goal planning using a Coordinated Service Team (CST) approach, which includes individuals such as the: youth, social workers, foster parents, biological parents, school staff, etc.

The ILP must include, but is not limited to, goals that assist youth in: 1) life skills development; 2) identifying education needs including postsecondary education/training; 3) exploration of potential vocations and careers; and 4) addressing other areas of development that impact successful transition to self-sufficiency. The ILP should include measurable goals and objectives, experiential learning opportunities, and identification and connections to available community resources. Youth must participate directly in the development of plan goals and activities and accept personal responsibility for participation in order to gain the needed skills.

Wisconsin Statute further requires the development of a transition plan at the direction of the youth starting when the youth is 17.5 years old. This plan, known as the Independent Living Transition to Discharge (ILTD) plan, must be completed at least 90 days prior to the date by which the youth is expected to age out of placement. Completion of the ILTD should be youth-driven and is collaborative, including the county social worker, TRA worker, and the youth, as well as other supportive individuals in the youth's life. In 2017 and 2018, DCF conducted multiple trainings and developed supportive documents to more fully support county and regional workers' completion of the ILTD. The plan, considered the youth's "roadmap" for when they exit out-of-home care, should:

1. Detail the youth's needs in the critical areas of transition (housing, employment/income, education, health care, mentoring and ongoing needs/services after leaving care and connections to adults);
2. Include a detailed description of the activities that will support youth accomplishment of those goals, including relevant timelines, resources, and/or points of contact;

3. Identify supportive individuals to assist with that achievement and make sure each individual understands their role; and
4. Be updated as necessary to include new information; this is especially relevant for youth in Wisconsin's extended out-of-home care program.

The primary goals of the Wisconsin IL Program are to help youth achieve higher rates of adequate shelter, educational attainment, employment stability, healthy relationships, mental and physical wellness, financial independence, and permanence when they leave out-of-home care. If achieved, it is expected that incarceration rates, public assistance needs, and physical/sexual victimization will decline among this population. DCF's creation of the regional TRAs starting 2016 is the cornerstone of a targeted effort to provide additional Chafee funds and supports for eligible youth during and after their transition from out-of-home care until age 21 (23 for ETV). It is an intentional move to strengthen the continuum of services for eligible youth throughout their adolescence and young adulthood.

The TRA worker is an active part of the youth's transition process. County/tribal child welfare workers are required to include TRA staff in the ILTD development process in order to establish rapport with youth prior to their involvement at the regional level, and to also describe how they and their program can assist the youth after they exit care. DCF also encourages TRA workers to connect with eligible youth prior to the transition period to begin to build that relationship and increase the likelihood that the youth will elect to engage with the regional agency once they exit from out-of-home care. Specific to the transition planning process, the TRA is an important part of the youth's network to help identify resources and points of contact to assist the youth with their goals following exit from care. The TRA itself has staff, funding, and resources to offer, and is also able to leverage the pro-youth network it has built to identify additional sources of support.

All eligible youth receiving IL supports, whether at the local or regional level, are to receive IL services and supports that align with their maturity level, cognitive and physical abilities, mental wellness, stage of development, strengths, and needs. Local agencies closely collaborate with foster parents and other out-of-home care providers to work on IL skill development while the youth is in a placement setting. DCF continues to concentrate efforts on recruiting foster parents for older youth.

All youth aged 18 and older exiting out-of-home care are to leave care with a minimum of the following:

- driver's license or preparation for obtaining a driver's license, or a state-issued ID;
- high school diploma or GED, or enrollment in an educational program designed to result in a high school diploma or GED;
- referral to the state Medicaid program, Badger Care+;
- written employment history;
- copies of their birth certificate, social security card, medical and education records;
- access to funds that can assist them with their transition;
- access to and knowledge of local resources, such as: food pantries, human service agencies, health clinics and mental health facilities;
- safe and stable living environment;
- permanent connection to an adult; and
- copy of the ILTD plan and contact information sheet.

Youth with disabilities or challenging behaviors often need more specialized services and support to achieve self-sufficiency. Staff working with IL eligible youth ensure that, where appropriate, youth are referred and connected to long-term support programs for mental health, supportive living arrangements, supported employment, ongoing daily needs, mentoring, and other special programs, as needed. TRAs, for example, offer services for IL-eligible youth that supplement what they already receive via adult service programs.

Table B contains data on the services youth received related to life skills development and transition.

Table B. Independent Living Services & Participants

Services/Financial Assistance Received	Fiscal Year 2015-2019
Academic support	1805
Budget & financial management	2028
Education financial assistance	468
Employment or vocational training	973
Family support & healthy marriage	1159
Housing education and home management	2211
Health education and risk prevention	1501
Mentoring	856
Other financial assistance	2452

2. Help youth receive education, training and services necessary to obtain employment.

Annual reports and data reports for 2015-2019, as well as program visits in 2017 and 2018, show that all local and regional agencies assisted youth in the areas of education, training, and employment-related services. Agencies assess youth for employability – focusing on both soft and hard skill development – and assist youth with employment searches, preparation, and retention.

For youth in out-of-home care, local agencies assist youth with procuring important documents, many of which are required prior to their exit from care; engaging in experiential learning and job opportunities; educational planning, both in regards to academics and financial costs; and soft skill development. Local agency workers collaborate with out-of-home care providers, such as foster parents and congregate care facilities, so youth develop skills and have opportunities related to education, training, and employment. Additionally, the TRAs can be especially valuable in this area of focus while a youth is still in out-of-home care. Many of them are able to refer youth to job training programs and employment partners that increase adolescents' work experience and exposure to educational opportunities. Taking local and TRA efforts together, common methods to assist youth include taking trips to job centers, hosting employment related speakers; meeting with high school counselors, and offering career days and job shadowing opportunities, among others.

Both local and regional agencies linked youth to developmentally appropriate community agencies and resources to assist with education and employment needs and goals. Connections often included Job Service programs, such as: Job Corps, local Job Centers, Workforce Boards and associates, the Department of Workforce Development's Division of Vocational Rehabilitation (DVR), job fairs, and other community-based organizations and employers. At the time of this writing, three of the seven Transition Resource Agencies either are or are associated with Workforce Development Boards, enabling them to leverage additional funding, programs, and staff to assist youth in the areas of education and employment. Additionally, in 2018 DCF awarded an IL innovation grant in the area of employment and focused on increasing early employment and volunteer opportunities, as well as wraparound supports and skill development, for youth still in out-of-home care.

While accessing employment resources and supports can be challenging, the newly developed TRAs provide a point of access and expertise for youth in and recently exited from out-of-home care and the workers who support them. Table C indicates the total number of participants that received vocational related assistance.

Table C. Vocational Services

Type of Service/Assistance	Fiscal Year 2015-2019
Career preparation	2105
Employment program or vocational training	973
Post-secondary education	1014

3. Help youth prepare for and enter post-secondary training and educational institutions.

Annual reports and data reports for 2015-2019, as well as program visits in 2017 and 2018, show that all local and regional agencies assisted youth in the area of postsecondary education and training, both with youth familiarity and access to programming, as well as the financial means to support that.

While a youth is in out-of-home care, local agencies inform youth of their postsecondary education and training options and the youth's educational needs and goals are included in their ILP and ILTD. These agencies collaborate with high school teachers and counselors to assess the youth's educational needs; this is especially true if the youth qualifies for an IEP. Additionally, similar to how the TRAs provide employment knowledge for youth still in care, they are in the position to provide educational guidance as well. This is another example of how collaboration between local and regional agencies, and the youth they support, starts prior to the youth transitioning from out-of-home care.

The goal of the IL program is for youth to attain their high school diploma prior to leaving care. In the event that they do not, the TRAs work with them on whatever steps may be necessary to support the completion of their high school diploma or comparable degree. This includes credit remediation, additional academic supports, enrollment in a GED or HSED program, and/or collaboration with local postsecondary institutions. Once a youth has completed high school, the TRA builds off initial planning included in their ILTD plan to work towards the youth's postsecondary goals. This may include attendance at a four-year university, or enrollment in a certification or other training program. Similar to their assistance with employment goals, TRAs assist the youth in the area of education by aiding with application and FAFSA completion, developing budgets, coordinating campus/program visits, securing housing while in school, and coordinating additional academic supports (as needed). Additionally, they provide information about potential financial resources, including serving as the main point of contact for youth to receive Education and Training Voucher funds see ETV section beginning on page 97. As noted above, in 2018 DCF restructured its ETV process to make it more straightforward, which included aligning access with other services the TRAs offer, and maximize the allocation for which eligible youth qualify.

Wisconsin has taken other efforts to assist youth formerly in out-of-home care with their education goals. As mentioned, DCF has established a strategic plan with the Department of Public Instruction in order to implement the requirements of the Every Student Succeeds Act (ESSA) which became effective December 2016. Members of each department meet monthly, at minimum, and work to support the local education agencies and county/tribal child welfare agencies so as to improve educational outcomes for youth in out-of-home care. Joint research projects have been developed to support this work as well.

In addition, two University of Wisconsin campuses currently have Fostering Success programs, dedicated to supporting vulnerable student populations' retention and completion of postsecondary programs. DCF continues to chair the Foster Youth to College (FYC) advisory group, which brings together education representatives and advocates from different systems to identify and reduce barriers that face youth formerly in foster care who want to attend postsecondary institutions. The group's work includes continued support of the campus contacts, who are in place at each Wisconsin school to assist youth formerly in out-of-home care; development of resources to assist high school teachers and counselors working with this population, and

provision of resources and presentations to various stakeholders to recognize the unique needs and assets of this population.

Finally, as noted above, in 2018 DCF awarded an IL innovation grant in the area of driving and transportation. One grant activity is for the agency to coordinate college visits for its eligible youth to introduce them to the postsecondary institution, including by way of its transportation system. This activity not only exposes the youth to a postsecondary option, but also increases their comfort level in that setting by teaching them how to get around.

4. Provide personal and emotional support through mentors and promotion of interaction with dedicated adults. Annual reports and data reports for 2015-2019, as well as program visits in 2017 and 2018, show that all local and regional agencies assisted youth in the area of establishing permanent connections and natural supports by way of supporting or facilitating mentorships and/or supporting the youth's involvement in pro-social activities.

Local agency workers helped youth identify caring adults in their lives and assisted them with the development of skills needed to build communication and lasting relationships. It is expected that supportive peers and adults, as identified by the youth, will participate in the youth's ILP and ILTD plans. The eWiSACWIS system also allows for the entry of collateral contacts and their contact information, to more readily allow for the engagement of the individuals in a youth's life.

Some agencies used a CST service model to identify supportive adults and provide assistance to youth regarding life skills development and transition planning. Others use tools such as genograms, Family Find, or comparable efforts to help youth identify family members. These efforts continue at the regional level as well.

Even after a youth has exited from out-of-home care, and whether or not they have chosen to engage with the TRA in their area, many of them remain connected to adult supporters from their time in out-of-home care. This may include mentors, social workers, teachers, counselors, or others. Some counties and agencies have drop-in centers where youth formerly in care can get resources or information, or meet with staff and other youth. DCF and its contracted TRAs are working with local agencies to remind them of the role they can play to help connect an IL-eligible youth to IL services following their exit from care; those individuals can help refer youth in need of services to the Transition Resource Agencies.

Additionally, in 2018 DCF awarded an IL innovation grant in the area of permanent connections. The grantee diligently worked to connect with potential mentors, gauge youth need and interest, and make smart matches between mentor and mentee. They actively worked to identify and reduce potential barriers to mentorship (e.g. financial needs). While most youth in out-of-home care would benefit from a formal mentorship, the agency prioritized the subpopulations with disproportionate representation in the child welfare system and/or with a more pronounced need for mentors: namely, African American youth and LGBTQ youth in out-of-home care.

5. Provide financial, housing, counseling, employment, education and other appropriate support and services to former foster care recipients between the ages of 18 and 21 years.

As noted previously, DCF strategically and significantly changed its IL program structure throughout the state to provide more comprehensive supports to eligible youth between the ages of 18-21 (23 for ETV). The creation of the Transition Resource Agencies serves a safety net in hopes of preventing or alleviating poor outcomes for this population. Each TRA receives an allocation of Chafee dollars based on the estimated number of eligible youth in their region and the agency is expected to serve those youth in five primary areas: education, employment, housing, health and well-being, and permanent connections. Their support includes direct service provision and fund distribution, as well as knowledge of and referrals to community partners who can support eligible youth.

Youth involvement with the TRAs between the ages of 18 and 21 (23 for ETV) is voluntary and they may engage as little or as much as they wish. Some youth may only want assistance with one expense or challenge – e.g. monthly rent – whereas others may choose to receive a variety of services. Youth drive their participation and are primary in the completion of any assessments, the development of their goals, and tracking of their progress. TRAs encourage youth uptake on services by engaging with the youth while they are still in out-of-home care (at a minimum, during transition, but often sooner); discussing the services they offer and are aware of in the context of the youth’s needs and goals; and providing financial (and other tangible and intangible) incentives for achievement of goals, reliability, participation, and/or engagement in the region’s youth advisory council. TRAs also try to connect with youth who never have or inconsistently receive services. Most do outreach via phone, email, social media, and/or collateral contacts at regular intervals (e.g. monthly or quarterly) or in line with big events for the youth (e.g. their birthday). They also promote their program through community partners, to increase visibility to youth.

Some service partners include, but are not limited to:

- Education – secondary and postsecondary institutions, Job Corps,
- Employment – Job Corps, Department of Workforce Development programs (W2, WIOA, FSET, Youth Apprenticeship), local employers/staffing agencies, county economic support services
- Housing – CAP services, HUD, St Vincent DePaul, Salvation Army, local landlords, churches, local homeless coalitions, county housing authorities, shelter facilities, FUP
- Health/well-being – UW-Extension, county health and human service agencies, National Alliance on Mental Illness, Young Women’s Christian Association (YWCA), counseling centers, free clinics
- Connections – community or educationally-based extracurricular activities, mentorship programs, community centers

The TRAs closely coordinated with the county-based agencies that oversaw the youth’s time in out-of-home care. This includes participation at transition meetings, including collaborative development of the ILTD; attendance at supervisory and/or unit meetings; regular phone, email, and face-to-face contact; and other methods. Some regions have regional and local agency staff debrief before and/or after meetings with youth to ensure consistent information-sharing. The TRAs also closely refer to information logged in the IL page of eWiSACWIS to know which IL services the youth received previously. The county worker is in the best position to speak to the youth’s history, needs, special considerations, strengths, and other factors, and shares that information with the regional agency in order to best prepare them to assume service provision responsibilities when a youth transitions from care. All information is shared on a need-to-know basis.

DCF has an ongoing effort to better align IL services with runaway and homeless youth programming, as well as the youth justice population. These efforts are crucial given that many youth in out-of-home care also have involvement with these other groups.

Table D. Chafee Funded Room and Board Assistance

Fiscal Year 2015-2019	# of Youth	Expenditures	Approximate % of Funding
	767	\$707,692	7%

Education and Training Vouchers (ETV)

Wisconsin ETV Program eligibility requirements are:

- Education and training vouchers (ETV) will be available to all youth that exit out-of-home care at age 18 or older or those that exited care after age 16 due to adoption, or guardianship for costs associated with postsecondary attendance and participation up to age 23, or for a maximum of five years.
- Continued eligibility is dependent on enrollment in an accredited or pre-accredited postsecondary program, and satisfactory academic progress toward the completion of that program.

Wisconsin's ETV Program, now known as Brighter Star, continues to be discussed collaboratively with local and regional agencies, the FYC advisory group and youth. Services, equipment and other items beneficial to youth accessing and participating in higher education and training programs are regularly identified and incorporated into the ETV Program.

A LEAN evaluation of Wisconsin's ETV program was completed in 2018. Historically, Wisconsin had divided its federal ETV allocation into two pots of money: the DCF Scholarship and a general ETV fund. The Department would receive, review, approve or deny, and process scholarship applications and invoices in concert with the agency's fiscal agent. The IL Transition Resource Agencies received a portion of the remaining ETV funds, according to the estimated number of eligible youth in their area, and were responsible for administration. The LEAN evaluation found that this bifurcated structure resulted in confusion for staff, youth, county partners, and postsecondary institutions. It also increased time delays, created duplicative work, increased the potential for errors, and did not account for movement of ETV-eligible youth between regions. As a result of the LEAN evaluation, an ETV Changes Workgroup, comprised of a range of stakeholders from adoptions, youth justice, postsecondary education, Transition Resource Agencies, care providers, and county-level independent living was created in 2018 to discuss how to best implement and communicate proposed changes to partners. The workgroup also employed the assistance of a youth consultant who was in out-of-home care at the time the changes were being proposed.

The Youth Advisory Council stated that ETV was a confusing term, and one of too many acronyms that were inaccessible to youth who are systems-involved. As a result, a statewide competition for youth currently and formerly in out-of-home care was held in tandem with the ETV Changes Workgroup. DCF asked the seven regional Youth Advisory Councils for alternative name and logo submissions to coincide with the new process. The Statewide Youth Advisory Council members voted on regional council's submissions, and Wisconsin's ETV fund was rebranded as Brighter Star.

A one-pager unveiling the new name and means of accessing funds was developed through the ETV workgroup following the completion of the renaming. Beginning in July of 2018, any applications received by DCF for what was previously known as the DCF Scholarship were rerouted to the youth's Transition Resource Agency. All changes were communicated via info memo, and for youth previously receiving the DCF Scholarship, an e-mail outlining the changes in structure was sent.

In addition to the program criteria, defined in section 102 of the Higher Education Act of 1965, Wisconsin instituted the following guidelines in 2018:

- Brighter Star/ETV assistance will not exceed the lesser of \$5,000 per year or the total cost of attendance as defined in section 472 of the Higher Education Act.
- Brighter Star may provide funding for any direct costs (i.e., tuition, books, and fees) associated with attending an institution of higher learning. Funds may also be used for the purchase of technical equipment or assistance to include, but not be limited to: computers, books, calculators and supplies associated with coursework.
- Local agencies may provide additional assistance or support necessary for successful completion of higher education, including, but not limited to: tutoring, transportation, child care, housing, program entry testing, registration fees and vocational training activities.

- Brighter Star funds may not be used to pay for post bachelorette education.

State and local agencies partner with secondary and postsecondary institutions and each other to increase awareness of the educational challenges faced by youth aging out of out-of-home care and the Brighter Star through collaborations with DPI and local school districts.

The following table provides an overview of Wisconsin's ETV Program participation. Local agencies report on data annually at the end of the calendar year (CY), so year to date totals for all areas (with the exception of the state administered scholarship) are unknown at this time.

Table: Education and Training Vouchers (ETV) Program

Fiscal Year 2015-2019	Total ETV Expended	# of Youth Received Local Funding	# of Youth Received Scholarship	Total Scholarship Expended
	\$3,598,935	944	1,240	\$3,045,970

The most common use of local ETV Program funding was for the payment of tuition and fees, followed by the purchase of consumables (e.g., books, supplies, lab fees, uniforms, etc.). Equipment (calculators and computers) and transportation related costs (car repairs, gas vouchers, bus passes, etc.), were the next highest categories of use. In 2018, the DCF Scholarship program was fully funded by ETV Program funds, although the federal award was reduced; no youth were denied scholarships due to a lack of funding.

Additional IL/ETV Activities Identified: Wisconsin's IL Program will continue to focus on the following quality services and supports for youth in and exiting the foster care system:

- DCF will continue to provide a greater emphasis on services for youth transitioning from out-of-home care to adulthood.
- The DCF IL staff will continue to assess programs and work with local child welfare agencies and regional Transition Resource Agencies to address training needs.
- DCF will continue to create resource documents and online trainings for independent living providers.
- Wisconsin will continue to monitor compliance in service outcomes and documentation requirements, as well as provided additional technical assistance by the DCF Bureau of Regional Operations.
- Wisconsin will continue to provide CFCIP funding and services (when possible) to aged out youth who are temporarily residing out of State.
- To meet the federal requirement that information on the importance of youth designating another individual to make health care treatment decisions on their behalf if the youth becomes unable to participate in such decisions and the youth does not have, or does not want, a relative who would otherwise be authorized to make such decisions (as described in Section 477(b)(3)(K) of the Fostering Connections and Increasing Adoptions Act), this will continue to be required in the Health section of the ILTD plan.

Summary: Purpose Areas under IL/ETV Accomplishments and Activities during the last five years:

DCF exceeded many of the activities outlined in the five-year plan such as: emphasizing services for youth transitioning from out-of-home care to adulthood through implementation of a regional model. The regional independent living service model has increased engagement of IL-eligible youth eighteen and older. Wisconsin's partnership with UW-Survey Center has been successful; the most recent NYTD survey response rates have met expectations for all age cohorts. An Independent Living Training for care providers was developed with Wisconsin Professional Development System in 2014, and was updated in 2018 to include additional resources. Additional training resources were completed as well.

Four areas of challenge as well as solutions are identified as follows:

- Increasing regional Youth Advisory Council (YAC) membership and participation. As a part of regional Independent Living contracts, agencies are required to facilitate a regional YAC. Regional YACs are a new development in many parts of the state, and youth engagement thus far has been inconsistent. Rural areas such as Northern Wisconsin have needed to be creative regarding how meetings are structured, and how youth remain connected between meetings. Additional technical assistance regarding YAC facilitation has been requested from DCF by TRAs.
- Strengthening implementation of the credit report requirement. To meet the federal credit report request and remediation requirement, DCF developed a batch-process data sharing agreement with the CRAs and issued a policy to county child welfare agencies implementing it. This process has ensured checks were conducted for all youth, however reports sent to IL coordinators were not being uploaded to eWiSACWIS in a consistent way. Beginning in 2018, Wisconsin DCF began uploading credit reports for all youth 14+ to eWiSACWIS. A simplified process for conducting credit remediation was piloted in Milwaukee, and rolled out statewide in 2018.
- Increasing ILTD planning. Through CQI, DCF found that ILTDs were not being completed in a consistent and meaningful way across counties. As a result, Wisconsin provided in-person ILTD trainings at 2018 regional Independent Living summits, which were attended by regional agencies and county child welfare staff. The ILTD training will be converted into an online training to ensure all staff have access, and can reference it as a resource as it becomes relevant to youth they serve.
- Continue to strengthen the Independent Living continuum. With regionalization focusing on the needs of youth transitioning from out-of-home care, the need for county-level independent living support has been identified.

Solutions being pursued to areas of challenge:

- DCF recently dedicated 50% of a position to Youth Voice to help broaden how we think about youth engagement in both IL and youth justice, and to elevate youth voice within DCF. This additional staff time will increase DCF's IL staff capacity, allowing for more training and technical assistance to be provided at the regional level.
- DCF will continue to allocate federal CFCIP and ETV Program funds for direct services to youth.
- An online training regarding the importance of financial literacy and maintaining good credit for youth in out-of-home care, as well as how to conduct credit remediation is planned to be released with the assistance of Wisconsin Professional Development System in 2019.
- Collaboration with former foster youth will continue through the statewide YAC, the foster youth Citizen Review Panel and participation in the State's Out-of-Home Care meetings and work groups, when possible.
- In 2018, IL staff positions were restructured to ensure someone was dedicated to supporting county and tribal IL providers. As a state-run, county-administered child welfare system, DCF has focused on resource development as part of ensuring IL service expectations are clear and consistent statewide.

Services for Children Adopted from Other Countries

International Adoptions

DSP has a limited role in international adoptions. Parents adopting children internationally are able to access services through their county Department of Human Services, through their private insurance and the six PARCs. The services of the PARC to support families are provided on pages 119-120. In the last year there were 98 international adoptions in Wisconsin.

Services for Children Under the Age of Five

Services for Children Under the Age of Five

Over the last five years, Wisconsin continued to make a concerted effort to focus on the needs of the birth to five population to better serve young children and to ensure alignment with the Child and Family Services Improvement and Innovation Act that requires states to expand the information relating to health care coordination and oversight for children in foster care. This section describes Wisconsin's efforts to reduce the length of time children under the age of five are in foster care without a permanent family and how the developmental needs of children under the age of five who receive services under the Title IV-B or IV-E programs are met.

Table: Demographics of Children aged 0-5 in OHC

Children aged 0-5 in OHC on December 31 of each Year					
Child Gender	2014	2015	2016	2017	2018
Female	1339	1430	1522	1651	1629
Male	1426	1464	1539	1739	1716
Child Primary Race	2014	2015	2016	2017	2018
Black/African American	1002	983	977	1080	1022
White	1482	1607	1764	1927	1885
American Indian/Alaskan Native	193	227	229	267	293
Other	89	77	91	116	145
Child Hispanic	2014	2015	2016	2017	2018
Yes	285	269	294	301	304
No	2408	2572	2705	3017	2955
Unknown	73	53	62	72	86
Total	2761	2894	3061	3390	3345

Wisconsin's Act 181, "Best Outcomes for Children" legislation

This legislation became effective November 1, 2012, and provides for better case planning to reduce the length of time that young children under the age of five in foster care are without a permanent family. The Act establishes procedures for the use of concurrent planning and requires that the child welfare agency make a determination of whether concurrent planning should be used. In addition, in certain cases, the agency must engage in concurrent planning unless the court orders the agency otherwise. The use of trial reunification is also codified so that children are able to go home on a trial basis while permanency planning continues. A link to the Act is as follows: <https://docs.legis.wisconsin.gov/2011/related/acts/181.pdf>

During the late summer and fall of 2012, the Director of State Courts Office conducted statewide trainings with legal partners, judicial officers, and leadership in child welfare agencies and the Department of Children and

Families to support the changes made by Act 181. The training for child welfare staff also included policy and eWiSACWIS changes from the Ongoing Standards to support the use of concurrent planning and trial reunification. In 2013, DCF released new training that is used on an ongoing basis for staff for Case Planning that includes concurrent planning and the use of trial reunification.

Continuation of Permanency Roundtables

In 2011-2012, DCF with the assistance of Casey Family Programs, implemented Permanency Roundtables (PRT) statewide, which includes training to county staff. The PRT process, a professional consultation designed to expedite permanency for children and youth in out of home care, involves consultation and case planning through innovative thinking, the application of best practice, and the “busting” of systemic barriers. The process also includes required follow-up to ensure steps are being taken to expedite the action plan.

Geographic Placement Resource System (GPRS)

GPRS was created to strengthen the state child welfare system’s ability to locate and place children of all ages in appropriate placements that meet their developmental needs. Additionally, the information from the CANS assists in efforts to target recruitment of foster care homes that meet individual child needs across jurisdictions. GPRS can be used as a targeted recruitment tool for workers to assess where they have geographical gaps in their licensed homes. By being able to visually see where an agency’s licensed homes are located on an interactive map, workers can identify where they may want to focus their recruitment efforts.

Development of GPRS, which uses information already entered into eWiSACWIS to generate visual displays of placement related information using mapping software, began in 2012 and is now fully operational. Data from eWiSACWIS is loaded nightly into the system to provide an updated resource for agency staff seeking to find appropriate placements for children, respond to disasters, and to target foster care recruitment efforts.

Activities Targeted to Addressing the Developmental Needs of Young Children

To address the developmental needs of children under the age of five who receive services under the title IV-B or IV-E programs, Initial Assessment and Ongoing staff is provided 2 days of training on the effects of maltreatment on child development. Participants actively explore the developmental needs of infants, children, and toddlers and the consequences of child abuse and neglect in children from birth to adolescence and establish a framework for the early recognition of developmental problems, enhancing the professional’s ability to formulate appropriate family service plans.

Wisconsin’s Foster Parent training also addresses the developmental needs of children. The foster parent pre-placement training includes:

- An Overview of Foster Parenting
- Expectations of Foster Parents
- Caring for Children in Foster Care (including the developmental needs of infants, children and adolescents)
- Developing and Maintaining Family Connections
- Foster Family Self Care

The foster parent Foundation training includes:

- Attachment
- Cultural Dynamics in Placement
- Dynamics of Abuse and Neglect: Contributing Factors
- Dynamics of Abuse and Neglect: Signs and Indicators
- Effects of Fostering on the Family

- Guidance and Positive Discipline
- Impact of Trauma on Child Development
- Maintaining Family Connectedness
- Overview of Children's Court System
- Partners in Permanence
- Separation and Placement

Adoptive Parent Training

Over the last five years, DCF provided training related to the needs of children birth to five. Most recently, DCF implemented the new rule, 51.10 that adoptive parents need to receive at least 16 hours of training. The training topics of relevance to young children include:

Training the adoptive parents on helping the child transition into their adoptive home by understanding the following topic areas.

- grief and loss;
- previous abuse and neglect;
- impact of trauma;
- understanding the child's culture; and,
- additional adoption competencies outlined in Administrative Rule

A curriculum was created in 2018 to address how trauma affects the normal stages of development for young children that is a critical resource.

Improved Support for Foster and Adoptive Parents

The Department recognized the critical linkages between the success of children served within the child welfare system and the supports provided to those who care for them to ensure that their development needs are met. Through increased foster care reimbursement, continued work of the Foster Care and Adoption Resource Center, revisions to training for foster families, and changes to licensing code, DCF has worked throughout the past five years to better support foster families and improve the foster care system to better meet all children's developmental needs. Through the Child and Adolescent Needs and Strengths tool (CANS), cases where a foster parent whose Level of Care certification is lower than the child's assessed Level of Need are identified and a plan of support and/or services is put in place to support the placement of that specific child with that provider. The CANS assessment must be done upon change of placement and every six months by the case manager and entered into eWiSACWIS.

Healthy Infant Court - Milwaukee County Children's Court

As described in the Update on the Plan for Improvement, DCF established the state's first Healthy Infant Court (HIC) in Milwaukee in 2017. The HIC is a trauma-informed approach to strengthen babies and their families involved in the child welfare system. Efforts related to this initiative can be found in the Update on the Plan for Improvement on pages 63-64.

Collaboration with Early Care and Education to Improve Quality of Early Learning Experiences

The state is committed to identifying and strengthening partnerships between early childhood and child welfare. There is ample and growing evidence that quality early learning improves the social, emotional, physical, and academic outcomes of children. This is particularly true for those affected by trauma and poverty. DCF continues to make a concerted effort to connect children in OHC with quality early learning experiences. Key efforts were launched in Milwaukee and statewide to strengthen the connections between the child welfare and child care divisions in the Department and the services that are supported for children and families.

Wisconsin's Child Care Quality Rating System, YoungStar, began in 2011 and has been successful in increasing the quality of early care and education opportunities for young children. YoungStar uses a 5-star rating system. Wisconsin instituted a policy with child welfare agencies that children in OHC should only be placed in higher quality setting programs, i.e., those that are rated 3-5 stars.

As part of the efforts with the Department's Division of Early Care and Education (DECE), DSP conducted a series of activities:

- In March 2016, capacity was upgraded in the Geographic Placement Resource System to include a mapping overlay with the YoungStar program to provide greater access to quality early care and education providers and determine more precise ways of matching children with higher quality settings.
- In May 2016, DSP and DECE hosted a training for foster parents and caseworkers, which provided information on the YoungStar program, Wisconsin's child care subsidy program, SHARES and their intersection with foster care. A portion of the training reviewed and demonstrated the overlay between GPRS and the YoungStar program.
- A survey in 2016 of foster parents who utilize child care or care for children was administered. These results helped inform the training that is now offered.

DCF coordinated with the Wisconsin Head Start Association and the State Head Start Collaboration Office. Beginning in 2011 DCF senior managers met with the Wisconsin Head Start Association and the State Head Start Collaboration Project to identify ways to increase collaboration between the two programs. Two statewide collaborative conferences were held to encourage each system to learn more about the other system and to stimulate partnerships between child welfare and county human service agencies. Efforts continued in the last year to sustain this collaboration. Foster children are categorically eligible for Head Start, an evidence-based high quality program for young children and their families. Another benchmark of collaboration is the number of formal agreements between child welfare and Head Start, these increased 12-36 over the last five years.

As noted in Section 2, Item 16 educational outcomes, efforts to connect these two important programs of DCF have resulted in sustained engagement of children in OHC are being enrolled in higher quality care and also increasing enrollment in the State Head Start Program.

Educational Events Promoting Research and Practice Applications for Early Childhood

The Wisconsin Trauma project described on pages is another example of how DCF provides evidence-based, trauma-informed practices and services for children as young as three.

Infant Mental Health

Infant Early Childhood Mental Health Consultation

The DCF partnered with the Collective Impact Infant Toddler Policy Group led by the Office of Children's Mental Health to develop a model and framework for a system of Infant and Early Childhood Mental Health Consultation (IECMHC) that DCF continues to explore. The vision is to develop a system that can be universally resourced to all systems where children and families are: Child Welfare (including foster and adoptive care), Home Visiting, Early Care and Education (including public pre-k), Early Intervention, and the Medical Field. The goal is to create an IECMHC system in Wisconsin where consultants help adults support healthy growth and development, preventing expulsion from ECE settings, increasing stability of placement for children in out of home care, nurturing young learners, and keeping their parents at work.

IECMHC is an evidence based collaborative prevention intervention provided by a professional with mental health expertise that improves outcomes for all children. It does so by building the capacity of adults in a child's life to strengthen and support children's social and emotional health and development. Specific to child welfare

and prevention of child abuse and neglect, IECMH consultation can address a range of risk factors of, and protective factors against child abuse and neglect. First and foremost, it is focused on children under the age of five, and especially children under one year of age who are at greatest risk of maltreatment. Though IECMH consultants are licensed or licensed-eligible mental health clinicians, they do not provide direct mental health therapy to children but they do have the professional capacity to recognize if and when a child is showing signs of mental health issues (a known risk factor for child abuse and neglect) and are able to refer to needed mental health services. IECMH Consultants can increase a parent's knowledge and understanding of their young child's typical social emotional development, knowing how to respond to a child's challenging behaviors in supportive and nurturing ways, and increase the quality of parent-child relationships; all protective factors against child abuse and neglect. Most importantly, this can all lead to reduced parental stress levels to protect against the risk of child abuse and neglect.

The work of developing a system of IECMH Consultation in Wisconsin is supported by a technical assistance grant from the Center of Excellence at the Substance Abuse and Mental Health Services Administration. The Infant Toddler Policy group is a collaborative group representing multiple state agencies, systems, and organizations. Between 2017 and 2019, this group has established a universal model framework for a system of IECMH informed by existing evidenced models in other states; adopted a set of national Competencies for IECMH Consultants; developed a set of core communication documents to communicate what consultation is to key stakeholders; and has begun to outreach to pre-service and in-service partners to build career pathways and support in Wisconsin that will build and sustain an IECMH consultation workforce.

Connections Count

Connections Count is a prevention initiative that initially piloted in 2017 that focuses on identifying and connecting young families to resources and supports in their community that assist families avoid involvement in the child welfare system. Results of this effort in the last five years are described in the plan for improvement on page 61.

Early Childhood Advisory Council

Efforts to support system-wide coordination between early childhood and child welfare have been in place since 2011 when the Wisconsin's Division Administrator for Safety and Permanence became an active member of the Early Childhood Advisory Council (ECAC). The ECAC is the state's mechanism for developing a comprehensive system agenda for children ages birth to five. Co-chaired by the Secretary of the Department of Children and Families and the Superintendent for state schools, this work has included featuring child welfare issues such as the Care4Kids medical home project for children in out-of-home care, Wisconsin's efforts to build collaboration between children in OHC and Head Start as well as other key family supports such as home visiting, screening and assessment and early childhood mental health. The ECAC develops recommendations for the governor every 2 years. For the second time in a row, the ECAC recommended expansion of maternal and early childhood home visiting across the state. In addition to home visiting expansion, the 2019-20 recommendations including tax credits for early education providers to strengthen the current workforce and prepare the future workforce.

Meeting the trauma needs of Children 0-5 Years

The Department supported and expanded a professional training in Trauma Informed-Child Parent Psychotherapy (TI-CPP) through the UW-Madison School of Psychiatry and the Infant, Early Childhood, and Family Mental Health Capstone Certificate Program. This training began in the summer of 2016 (an 18 month learning collaborative), and includes a focus on training clinicians serving children in the child welfare system. The funding will also increase the training capacity by adding another national trainer and provide for three participants to be trained as Wisconsin trainers of the TI-CPP Therapy, reducing the cost of future trainings and supporting sustainability. The training is supported by Home Visiting, Project Launch, the Wisconsin Alliance for Infant Mental Health, and other funds.

TI-CPP is an evidence-based intervention for children from birth through age 5 who have experienced at least one traumatic event (e.g., maltreatment, the sudden or traumatic death of someone close, a serious accident, sexual abuse, exposure to domestic violence) and, as a result, are experiencing behavior, attachment, and/or mental health problems, including posttraumatic stress disorder (PTSD). The primary goal of TI-CPP is to support and strengthen the relationship between a child and his or her parent (or caregiver) as a vehicle for restoring the child's sense of safety, attachment, and appropriate affect and improving the child's cognitive, behavioral, and social functioning.

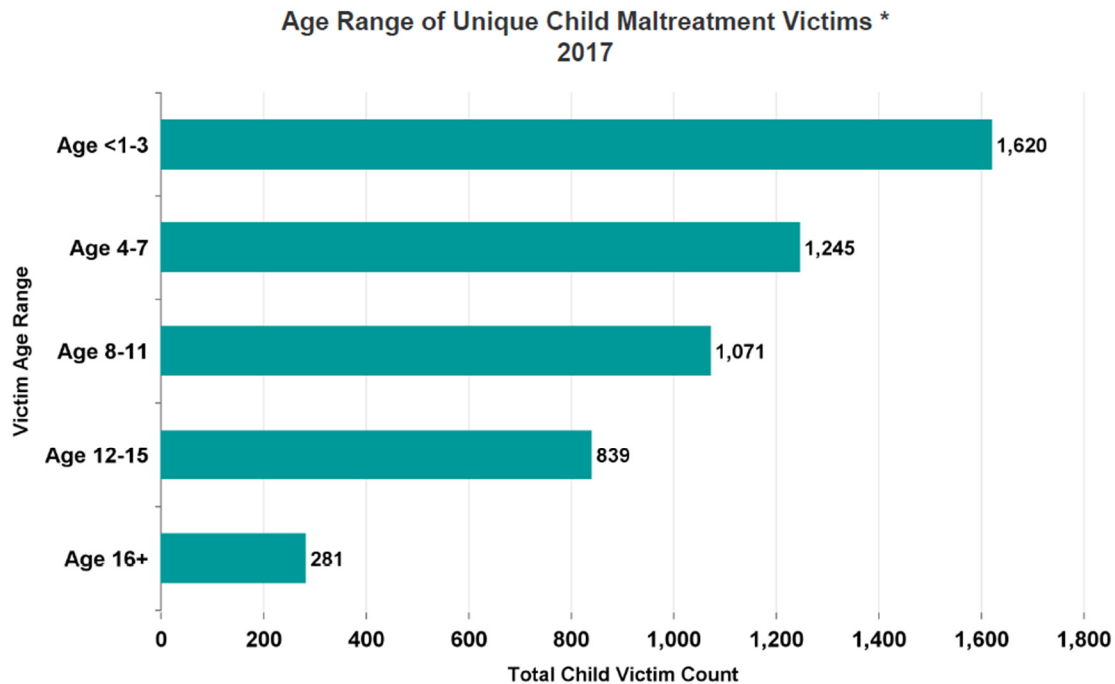
Trauma Informed Child Parent Psychotherapy (TI-CPP) is one of only a few evidenced based treatments for this age group, and is the only one in which the parent's trauma history is assessed and included in the treatment along with the child's. Parents are helped to develop a narrative together about what the child has experienced and the relationship is the focus of the treatment with the needs of both the child and the parent kept in mind. TI-CPP fits well into the child welfare service array because of its emphasis on the relationship between parent and child, and while it is not an individual therapy for the parents, TI-CPP can help parents recognize and address their own trauma history. Additional outcomes that were achieved focusing on young children and preventing trauma are elaborated in the Update on the Plan

Population at Greatest Risk of Maltreatment

What populations are at greatest risk and how are services targeted to those populations?

Under s. 48.981(9), Stats, Wisconsin provides an annual report to the Governor and the legislature on child abuse and neglect, the Wisconsin Child Abuse and Neglect Report. Information included describes which populations are at the greatest risk of maltreatment, as identified by substantiated maltreatment. Information concerning identification and services to at risk populations is also included in each program section of this report. The report can be found at: <https://dcf.wisconsin.gov/files/cwportal/reports/pdf/can.pdf>. Children under age 3 accounted for 32.0% of victims, and children under age eight accounted for 56.7% as shown in the graph below.

Figure 14



The previous section describes in detail how services to address the needs of vulnerable children under the age of five, including children in foster care as well as those being served in-home or in a community-based setting are identified, provided, and coordinated. Drug addiction of parents with young families is a growing concern. DCF's efforts focused on drug affected children are included in the CAPTA section of this report (**reference page number**). In addition, DCF continues to work with DHS on the Care4Kids program to identify and address health care needs of children in out-of-home care. This includes providing and tracking services to young children such as childhood immunizations, health check periodicity timelines and utilization, developmental assessments and comprehensive health assessments for children in OHC. The DCF is also in the midst of a predictive analytics project that will use the historical and current information in eWiSACWIS to identify families most at-risk for a future referral to CPS. This predictive tool will be used at Access to aid supervisors when making screening decisions.

FY 2018 Kin Navigator Funding

Since the Department's inception in 2008, the DCF has sought to increase formal placements with relatives. In 2013, Wisconsin began implementing the Family Find and Engagement curriculum with county child welfare agencies. This curriculum allows caseworkers to understand the importance of relative connections, and gives caseworkers tools to use when discovering family members and engaging them as active participants in case planning. DCF continues to focus on training child welfare agencies on the Family Find and Engagement model and the importance of familial connections. Due to this strong focus on the importance of relative placement and connection, Wisconsin currently places 40% of children in out-of-home care with relatives. In an effort to keep families together and provide support to relative caregivers throughout Wisconsin, DCF seeks to utilize the available Kinship Navigator funds to develop and enhance Kinship Navigator programming in Wisconsin. The resources will be available to relative caretakers formally involved in child welfare and those who are caring for relative children outside of the child welfare system. Wisconsin's Kinship Navigator Resource will provide:

- Information and referral through web-based and print materials, as well as kinship navigator service provision built within a statewide program entity;

- Relative caregiver education through Wisconsin's Second Annual Relative Caregiver Summit and development of a Relative Caregiver Webinar Series;
- Relative caregiver support through development and enhancement of relative caregiver support groups;
- Community outreach through promotion of materials to schools, community based organizations, faith-based communities, and other relevant government agencies; and
- Evaluation of the Kinship Navigator Programming in Wisconsin.

In developing Kinship Navigator Programming following the funding award in FFY2018, the Department of Children and Families created a Relative Caregiver Stakeholder Group to advise resource development.

Information and Referral

The Department of Children and Families is working on the creation of a Kinship Navigator Portal to be housed on its main website with the funding provided in FFY2018. This portal will house comprehensive material that will assist kinship caregivers in learning about, finding, and using programs and services to meet the needs of the children in their care and their own needs in their new role as caregiver. Under this proposal, the DCF will utilize funding to maintain the Kinship Navigator Portal, and continue to enhance its capacity to guide relatives toward needed, accurate information. Through development of this resource, DCF has promoted effective partnerships with other public and private agencies that serve kinship caregiver families such as the Department of Health Services, the Department of Public Instruction, Wisconsin 2-1-1, local law enforcement agencies, faith-based agencies, and community-based support agencies. Information available on this web-based portal will guide relative caregivers to information and resources regarding:

- Educational services,
- Childcare assistance,
- Respite care,
- Court services and legal assistance,
- Medicaid and dental programs,
- Mental health services for children and adults,
- Relative Caregiver Support Groups throughout the state,
- Community-based programs and supports, such as Birth to Three program, Comprehensive Community Services (CCS), Children's Long-Term Support Waiver, etc.,
- Child welfare system, and
- Interstate Compact on the Placement of Children.

These web-based materials will link caregivers to community agencies that provide support and services; for example, the Foster Care and Adoption Resource Center, the Post-Adoption Resource Center, Kids Matter, and Generations United.

In addition to materials in an online format, the Kinship Navigator programming will include informational print materials. These materials will relate to relative caregiving and questions or issues often faced by relative caregivers. Examples of the topics of these caregiver support materials are:

- Accessing healthcare for children,
- Educational advocacy,
- Parenting children with severe behaviors,
- Making the decision to care for a relative,
- Changing family roles, and
- Other topics as deemed appropriate by the Kinship Navigator workgroup.

Print materials available to relative caregivers will include a Wisconsin specific guide for relative caregivers that outlines the child welfare process, Wisconsin programs for financial assistance for relative caregivers, information regarding guardianship/adoption, and resources for additional information related to child health, education,

child care, legal assistance, etc. Physical copies of this resource will be made available at local public and private agencies, such as community centers, schools, faith-based organizations, libraries, and county human services agencies. A web-based version of this document will also be made available on the Kinship Navigator website described above.

In addition, DCF plans to contract for services from a statewide program entity to provide support to relative caregivers. A resource navigation specialist that is available telephonically or via e-mail would assist relative caregivers in finding and accessing needed services. The navigation specialist will be able to share information from the Kinship Navigator Portal and provide step-by-step guidance to allow families to effectively navigate the complex systems to access supports and services.

Caregiver Education

Beyond information and resources made available to relative caregivers, the Kinship Navigator program will provide educational opportunities for relative caregivers. Through its existing contract with the Coalition for Children, Youth and Families, DCF has been directing the planning of an Annual Wisconsin Relative Caregiver Summit. The inaugural summit will take place in Wisconsin Dells on September 14, 2019. This one-day conference is available to any relative caregiver in Wisconsin, free of charge, and will focus on specific needs identified by the Relative Caregiver Stakeholder Group. Public and private agencies will be engaged to present on a range of topics that will assist relatives in caregiving and in obtaining needed benefits and services.

Funding has also been used to finance relative caregiver attendance at the Generations United Conference. Funding from FFY2018 was utilized to finance travel accommodations and registration fees for 5 relative caregivers to attend the conference in Portland. FFY2019 funds will again be used to support the conference fees, travel, accommodations and meals for relative caregivers and DCF policy and training staff members. Information from this conference will be utilized to guide planning for the Annual Wisconsin Relative Caregiver Summit, and for the implementation of additional evidence based programs to support the needs of relative caregivers.

In addition, FFY2018 funding has been utilized to begin development of two web-based trainings regarding relative caregiving. One training focuses on educating child welfare caseworkers about the unique needs of relative caregivers and the other looks to support any caregiver throughout the state. Both resources will be made available on the Wisconsin Kinship Navigator Portal when they are completed.

Finally, DCF plans to create a series of webinars that focus on the needs of relative caregivers and the children in their homes. Topics for webinars will assist caregivers in answering common questions and expand upon written support materials; information to be presented will include:

- Guardianship Law in Wisconsin,
- Educational advocacy,
- Changing family roles, and
- Other topics as deemed appropriate by the Relative Caregiver Stakeholder Group.

Each webinar will be recorded and saved to the Kinship Navigator Portal as reference for families unable to attend the live presentation.

Caregiver Support

Another tenant of the proposed Kinship Navigator programming in Wisconsin will include supporting new and already established relative caregiver support groups. Funding provided to DCF in FFY2018 allowed Wisconsin to support 12 new Relative Caregiver Support Groups and 4 already established groups. In FFY2019, DCF will utilize funding to continue to support the groups established in FFY2018 and allow for the development of additional groups in other regions of the state. DCF will make funds available to local agencies that are interested in developing a new group or maintaining an already established support group through an application process that outlines the costs associated with startup and maintenance of the group. These groups enable relative caregivers to connect with individuals who have a unique understanding of their situation, allowing them to support each

other in a helpful and effective way. These groups will be highlighted on the Kinship Navigator web-based resource so that relative caregivers are able to connect to support groups in their region.

Program Coordination

As part of the development of the Kinship Navigator Programming in Wisconsin, DCF convened a group of Relative Caregiver Stakeholders. This group of 26 relative caregivers meets on a monthly basis to advise DCF of resource development, and participate in planning for Caregiver Support and Caregiver Educational opportunities. Since receiving the funding beginning in October 2018, this group has met in person in October 2018, December 2018, May 2019 and June 2019. The group will continue to meet in person every other month, and has been meeting via teleconference each of the opposite months in an effort to ensure that the resources developed are relevant and comprehensive by continually engaging with the population being served.

DCF also continues to utilize the Out-of-Home Care and Adoption Committee to assist in development of the Kinship Navigator Programming. This group of public and private human services professionals meets on a quarterly basis, and will continue to advise DCF on resource development. In addition, DCF continues to access support from content experts at various state agencies such as the Department of Health Services and the Department of Public Instruction to assist in development of comprehensive web-based and print materials.

Program Evaluation

Funding provided in FFY2018 was utilized to begin development of a Kinship Navigator Program for Wisconsin. With funding in FFY2019, DCF plans to evaluate the program and determine the effectiveness of the resources provided in supporting the needs of relative caregivers. The results of the program evaluation will assist DCF in determining which services provided under the Kinship Navigator Programming have a positive evidence base and will guide DCF in further development of the program.

Child Welfare Demonstration

Please see update on Plan for Improvement on pages 50-51 for description of Wisconsin's IV-E Waiver program.

Adoption Incentive

Over the last five years, DCF used adoption incentive grant funding in the following ways:

- Annual Membership Dues and conference participation including:
 - American Association for the Interstate Compact for the Protection of Children (AAICPC)
 - National Electronic Interstate Compact Enterprise (NEICE) project
 - Interstate Compact on Adoption and Medical Assistance (ICAMA)
- Participation of DCF staff in leadership meetings and conferences, including:
 - Deputy Compact Administrator attending the annual ICAMA conference and board meeting
 - Deputy Compact Administrators attended the annual ICPC conference and board meeting
 - Adoption and Interstate Services Section Manager and Supervisor attended the North American Council on Adoptable Children Conference
- Supporting program functions including:
 - Funding of LTE positions for the adoption section to assist staff with the daily operations of adoption programs. Also, funding LTE positions for quality assurance reviews of foster care and adoption cases.

- Funding internet searches for the Family Find and Engagement program
- Funding for County Human Service Agencies to contract for services to complete foster care licensing for relatives.
- Supporting DCF conferences and training
 - DCF has an annual “Changing the Face of Adoption” conference for professionals that work in the area of adoption. Approximately 185 professionals attend the conference each year.
 - Funded SAFE trainings for licensors and supervisor
 - Funded the ongoing statewide rollout of the Family Find and Engagement training
 - Funded the development of the new Pre-Adoptive Parent training
 - Supported the participation of five adoptive families to attend the North American Council on Adoptable Children conference.

DCF does not anticipate any challenges to spending FFY 2018 funding and does not plan to alter the use of funding in 2019.

Adoption Training Program

Effective September 1, 2018, the new Adoption Training was implemented for public adoptions. In coordination with the Out-of-Home Care Section a determination was made to ensure licensed foster parents were not duplicating training by developing a crosswalk between the foster care and adoption curriculum.

The adoption program brought together international and domestic adoption agency staff to discuss issues related to adoption at a statewide conference in September of 2018. The conference combined individuals involved in public, domestic, and international adoptions to address common themes and training topics. The 2018 annual Adoption Conference focused on resources, services, and treatments to support children and families involved in adoption.

Post Adoption Resource Centers

In 2018, DCF used IV-B Subpart 2 funds to support a network of six Post Adoption Resource Centers (PARCs). The PARCs provide resources, family events, and referral services to adoptive families. In July, 2019, a new contract will begin with one agency for post adoption and permanency related services. The purpose of moving from 5 agencies to one agency is to ensure services are consistent across the State and as needs change for families the ability to be flexible in matching services can be completed quickly. The new program will also expand to include services for kinship and guardianship families. The name will be changed to the Wisconsin Adoption and Permanence Support Program.

The focus of the Wisconsin Adoption and Permanence Support Program is to:

- Provide statewide education, support activities and services to adoptive, kinship and guardianship families. Increase the availability of services for families by providing referral services, crisis intervention, day care, after-school care, legal help, family counseling, support groups, Medicaid service providers and planning for the transition of an adopted child to adulthood; and

4. Program Support

A. Wisconsin's Training and Technical Assistance System

Administrative code in Wisconsin establishes an initial in-service training program for all new or re-assigned employees. This includes pre-service work as well as required and elective foundational training. Case workers are then required -- after their initial two years of service -- to complete 30 hours of training related to their professional responsibilities during each subsequent two-year licensing period. These trainings and requirements are outlined in detail in Wisconsin's 2015-2019 Child and Family Services Training Plan. For 2018, work has focused on the development, delivery, and/or support in each of these specified training areas that support administrative rules: pre-service, foundation, and special skills and topics/on-going training. Additional details are included in the Systemic Factor analysis section.

Technical assistance is facilitated through development of analytic tools and reports for child welfare professionals by DCF. While over 200 corporate reports are available and used to support child welfare program monitoring and fiscal processing, over the last five years, DCF has continued to develop and promote the use of business intelligence software and reporting visualization tools, such as performance dashboards, to address reporting needs and to make specialized data accessible to local child welfare managers, supervisors and staff via the eWiSACWIS system and to make aggregated data more accessible to the general public via the Department's website. Efforts were also focused on making county level data accessible to supervisors and staff to understand trends and issues in case practice at the local level. DCF will continue to upgrade and advance the technology used and the workforce's ability to use data to inform good practice and system improvements.

Over the last several years, reporting technology has been developed using eWiSACWIS data, the Division's child welfare data warehouse, in multiple casework, Title IV-E and other programmatic areas. In addition, several interactive dashboards were developed which are available both publically and via eWiSACWIS to support data driven analysis and decision making at the state and local levels. More specific information about Wisconsin's data/analytic and information system capacity can be found in the Management Information System systemic factor section of this report.

Over the course of the last five years, technical assistance was also provided through the DCF Bureau of Regional Operations (BRO) that has regional staffing to support child welfare programs across the state through technical assistance and regional information sharing. The BRO also supports close coordination between child welfare and other DCF and DHS programs such as child care, economic security, child support, and health services.

B. Technical Assistance Anticipated from the Children's Bureau

DCF used technical assistance from the Children's Bureau, as well as the Capacity Building Centers on several occasions over the last five years in the program areas of Sex Trafficking and Implementation Science, and, most recently, support for the development of the state's Program Improvement Plan (PIP). In addition, the Capacity Building Center for the Courts (CBCC) began working with DCF's Partner Agency, the Children's Court Improvement Project (CCIP) on an effort that began in 2018 to provide technical assistance related to development learning objectives and evaluation approaches for the next bi-annual ***Conference on Child Welfare and the Courts***.

This conference, to be held in September 2019, will focus on permanency and stakeholder engagement. With the support Wisconsin Child Welfare Professional Development System (WCWPDS), CCIP plans on continued use of CBCC input and resources in pre- and post- conference activities. It is also anticipated that CBCC will provide guidance at a later date as to continued improvements to general CCIP training efforts, including institutionalizing the planning and assessment processes.

C. State Activity in Research, Evaluation Management

One major DCF research/evaluation achievement over the last five years was the creation of what is now called the Bureau of Compliance, Research, and Analytics (formerly called the Bureau of Child Welfare Analytics and Program Integrity) to elevate and enhance DCF's research and evaluation capacity. This new bureau supports and oversees all data and reporting development on behalf of the state's child welfare system, including responsibilities associated with all federal reporting requirements and the creation and maintenance of reports and reporting tools, such as the dashboards described above, that are used by state, county, and private providers to better understand and manage performance.

In addition, over the last five years, DCF has developed close working relationship with several institutions of higher education, such as the University of Wisconsin-Madison Institute for Research on Poverty, University of Wisconsin and the University of Wisconsin-Milwaukee and the University of Illinois- Child and Family Research Center. Through various contracts and agreements with these institutions, DCF pursued various research projects to improve our understanding of the child welfare system and local agency staff needs, to identify root causes of challenges within our state's child welfare system, and met state and federal evaluation requirements in the following areas:

- Worker and foster parent training need;
- Local agency staff understanding of and ability to serve children with disabilities in the child welfare system;
- Evaluation of the implementation of and outcomes associated with the state's Alternative Response Pilot and Family Foundation Home Visiting Program;
- Development of a predictive analytic tool to determine program eligibility for and implementation of a process and outcome evaluation related to the state's Title IV-E Waiver Demonstration Project, i.e. the Post-Reunification Program;
- Analyses for the joint Children's Court Improvement Program and DCF initiative related to Termination of Parental Rights Timeliness, and;
- Development of a CPS Re-Referral Predictive Analytic Tool to be used by local agency staff to assist in CPS report screening decision-making and service referrals.

DCF expects that work related to the last two projects listed above will continue into the next five-year period and be used to support the development, implementation and continued evaluation of program and performance improvement efforts and workforce support tools.

5. Consultation and Coordination Between States and Tribes

Introduction

By state statute, the county child welfare agencies and DMCPs are responsible for providing direct child welfare casework services and programming to all children and families in their respective local county jurisdictions. The DCF is the Title IV-E agency and is responsible for developing and implementing child welfare policies, procedures, and standards that apply statewide to all county child welfare agencies and DMCPs. In addition, DCF directly administers certain programs such as Public Adoptions, including Adoption Assistance (AA) payments.

There are eleven federally recognized tribes in Wisconsin. As sovereign nations, each Tribe establishes and administers tribal policies and procedures and for most Tribes, a Tribal Code, related to child welfare. Given tribal sovereignty, the tribal codes and policies may differ from state statute and policies. For example, some Wisconsin tribal codes and standards have a lower threshold than state statute for screening in cases; in these cases, the Tribe is responsible for managing the case.

Tribal child welfare workers have primary case management responsibilities for tribally managed cases opened for services with their tribal agency. In addition, tribal child welfare workers may provide additional casework services for county/DMCPS-managed child welfare cases, in order to support the ability of the county/DMCPS to serve a tribal child and his/her family in the state child welfare system and to meet the county/DMCPS responsibilities to comply with the federal Indian Child Welfare Act (ICWA) and the Wisconsin Child Welfare Act (WICWA). For these county/DMCPS-managed cases, county and DMCPS child welfare workers follow the tribal identification, tribal notification, and other requirements of ICWA and WICWA. County and DMCPS child welfare workers collaborate with the tribal child welfare workers to identify and provide culturally appropriate and effective services and supports to tribal children and families involved in the state/county child welfare system. While the county or DMCPS child welfare worker is the primary child welfare worker for county/DMCPS-managed cases involving tribal children, the tribal child welfare worker may be providing collateral casework functions to ensure the county or DMCPS agency most effectively and responsibly meets the child and family needs. Through their collaborative relationship, the county/DMCPS and tribal caseworker may agree that the tribal caseworker will undertake certain functions on county-managed cases, such as participating in joint home visits, assisting in the development or implementation of a case plan, or attending court hearings. A county and a tribe may have a written agreement or there may be a case-by-case collaborative decision as to the role of the tribal child welfare worker in county/DMCPS-managed cases.

The Wisconsin Indian Child Welfare Act passed in 2009 and specifies the responsibilities of the state and counties regarding tribal children in the child welfare system and specifies the protections for tribal children under state court jurisdiction. The law can be found at: <http://docs.legis.wisconsin.gov/statutes/statutes/48/1/028>. The DCF and Wisconsin Tribes collaborate closely to ensure effective communication and to support the safety, health, and well-being of tribal children, families, and communities. The DCF provides limited child and family service (child welfare, child care, domestic violence) funding directly to the Tribes through a consolidated Family Services program, which combines a number of funding streams. Tribes have received funding to operate in-home safety services, Brighter Futures, Independent Living and home visiting programs. Additionally, Tribes have the option to receive TANF funding to operate the Kinship Care program. They also have the option of entering Title IV-E pass through agreements with the state. The Department also provides opportunities for tribal input in other areas of the Department such as Early Childhood, TANF, and Child Support.

Consultation with Tribes

Consultation with the 11 federally-recognized Tribes in Wisconsin is governed by Wisconsin Executive Order #18, which details the consultation purpose of the various departments of Wisconsin state government with the tribes. The DCF is committed to maintaining positive government-to-government relationships with the federally-recognized tribal governments of Wisconsin. The Department is committed to employ its best efforts to achieve positive outcomes from its consultation and collaboration with Tribes. The DCF currently holds annual consultation sessions with Tribal leaders. Tribal leaders are encouraged to consult with their program staff in preparing for the consultation meeting. They are also welcome to invite their program staff to attend consultation. The contact list for Tribal Officials is located at the following web address: <http://witribes.wi.gov/docview.asp?docid=19085&locid=57>

The primary mechanism for having group conversations with tribal leaders is through the annual consultation meetings between the Secretary and Division Administrators of the Department and elected Tribal officials. The purposes of the consultation sessions include the following:

- Address issues or concerns regarding Department policies, implementation plans, services and challenges
- Enhance the overall relationship between the Department and the Tribes
- Identify actions that will improve conditions of and services for Indian children and families

Wisconsin continues to coordinate and consult with tribes as described above in the development of its Child and Family Services Plan (CFSP) and Annual Progress and Services Report (APSR) and in this 5-year report and shares both draft and final copies electronically. DCF disseminated a draft of the FY 2018 APSR state plan draft to the tribes for comment in June, 2017. Beginning in 2016 continuing through review week, DCF discussed the state's upcoming FFY Child and Family Services review process with the tribes, and included tribal representation on the Program Improvement Plan Advisory Group launched in December, 2017.

The DCF held annual meetings with the most recent Tribal consultation meeting most recently in May 2019. Between annual consultation meetings, Tribes are also consulted through the ICW Directors bi-monthly meetings and are invited to participate and serve on committees. In addition to activities described in above paragraph, DCF shared a copy of this report and the Child and Family Services Plan (CFSP) for consideration in June, 2019. In addition, the DCF has engaged tribes in the ongoing strategic planning that will shape the 2020-2024 CFSP in the future.

As directed by the federal Administration for Children and Families, the Department has developed a policy committing the Department to good faith negotiations with Tribes and tribal consortia on child and family-related issues. Consistent with the DCF/Tribal consultation policy, the Department developed this policy in consultation with the ICW Directors. This policy can be found in informational memo 2015-03 at the following link:

<https://dcf.wisconsin.gov/files/cwportal/policy/pdf/memos/2015-03i.pdf>

Tribal/State Intertribal Child Welfare Committee and Policy & Law Workgroup

Over the last five years the Department's Tribal Affairs Specialist and Tribal Liaison and DCF child welfare managers met with the child welfare directors of the eleven federally recognized tribes in Wisconsin bi-monthly. This Intertribal Child Welfare (ICW) Committee discusses child welfare-related issues, including but not limited to policy and procedure changes and development. In addition, child welfare and legal staff of the Department and Tribes, along with professionals from related organizations (e.g., Children's Court Improvement Program, Wisconsin Judicare/Indian Law Office) meet upon request of the ICW Directors as the Tribal/State Child Welfare Policy & Law (PALS) Workgroup to discuss policy and legal issues. These workgroups discuss a full agenda of items, including:

- Interpretation of and answers to questions re: ICWA and WICWA;
- The relationship between Wisconsin's infant relinquishment law and the Indian Child Welfare Act;
- Notification of Tribes in voluntary child custody proceedings;
- The intersection of tribal authority to perform child welfare functions and county responsibility under state statute;
- Potential program and policy implementation or changes;
- Legislative updates;
- WICWA compliance;
- Independent living services;
- Necessary program and statutory changes required by the federal Preventing Sex Trafficking and Strengthening Families Act, P.L. 113-183 and the Justice for Victims of Trafficking Act;
- Youth Justice Issues;
- Feedback for CFSR Round 3; and,
- Statewide implementation of the 2016 Federal ICWA Regulations.

After consultation with both groups in March 2016, it was decided to include the Policy and Law Workgroup as an ad-hoc committee of the ICW Directors Committee. This is believed to be a more effective and efficient form of communication between the Department and key legal representatives from each of the eleven federally recognized tribes.

Payment for Indian Children in OHC

Currently, funding for some Indian children placed in OHC by Tribal courts is provided through written agreements, called "161 Agreements," entered into by some Tribes with some counties. The original intent of the 161 Agreements was to recognize the jurisdictional authority of Tribal courts and to provide a mechanism that would permit county payment for OHC placements made by tribal courts. The state statutory language creating these agreements is permissive and counties are not required to enter into a 161 Agreement.

DCF also offers limited funding for Indian children placed in high cost placements by tribal courts with a functionally active 161 agreement. This funding can also cover a portion of the costs of subsidized guardianships. Tribes may apply for this funding directly or may support a county agency application. The SFY2019 High Cost Pool Fund applications were due May 8, 2019 and the funds are being distributed on a pro-rated basis.

Tribal/State Title IV-E Agreements

In response to interest by Tribes, the Department held a "Title IV-E Agreement Summit" in March 2012 to discuss options and structures for federal and state Tribal Title IV-E agreements. Representatives from each of the eleven tribes, as well as Department officials, participated in the daylong conference, which included presentations from national and local experts on state and federal Tribal Title IV-E agreements. Since that time, the Department has entered into State/Tribal IV-E pass-through agreements for administrative activities with seven tribes. These seven tribes include Bad River, Lac Courte Oreilles, Lac du Flambeau, Oneida, Menominee, Red Cliff, and the Ho-Chunk Nation. Under the agreements, the State claims and passes through to the tribes the federal Title IV-E funding for Title-IV- E reimbursable activities, based on the tribe's reporting of administrative activities.

The Department continues to work with interested Tribes in development of new IV-E agreements as well supporting the tribes with current agreements in reporting. During this past year, the Department has continued to coordinate and facilitate IV-E meetings between the DCF and those seven tribes with IV-E agreements on an as needed basis. Currently, Wisconsin is exploring efficient processing for maintenance claiming as some tribes are starting to express an interest.

Codification of ICWA into Wisconsin Statutes

The codification of the federal Indian Child Welfare Act into state statute was an important step to improving ICWA compliance in Wisconsin. After a four-year effort, the Wisconsin Indian Child Welfare Act (WICWA) was created by 2009 Wisconsin Act 94, and became effective on December 22, 2009. Many issues were negotiated by the Tribes and the Department with various stakeholder groups. Ultimately, the bill was approved unanimously by the Senate and Assembly. The process of developing and passing the Wisconsin Indian Child Welfare Act is shown in the following documentary video: <https://www.youtube.com/watch?v=ZCLUbS4FxWo>

Wisconsin Indian Child Welfare Act (WICWA) Training

Over the last few years, the Wisconsin Child Welfare Professional Development System (WCWPDS), DCF offered "Case Practice with American Indian Tribes". This training presents the reason and legislative intent of the Indian Child Welfare Act, as well as the process for workers to follow in complying with ICWA in Wisconsin. Participants learn about Native American cultures and how to work effectively with American Indian families. They also learn

to work collaboratively with tribal partners and offer culturally specific services to American Indian families. In the last few years, training has been provided through 11 sessions across the state that occurred through-out the year. XX participants were involved in these trainings.

The DCF and WCWPDS has collaborated to update the Case Practice with American Indian Tribes curriculum. The new curriculum has incorporated eWiSACWIS documentation and 2016 ICWA Regulation requirements. The re-designed curriculum was piloted June 2018 with follow up Training of Content and Train the Trainers that same month.

The DCF has collaborated with WCWPDS in 2016 to develop an online training resource for county workers. This resource has been piloted in 7 different counties and all 11 tribes. The training was finalized and published January 2018. This training provides a basic understanding of ICWA elements such as Active Efforts, Notification, etc. It also provides greater details about proper documentation in eWiSACWIS and can be accessed anytime through PDS online at the following link:

https://media.wcwpds.wisc.edu/foundation/WICWA_Online_Resource/

Technical Assistance

Over the last five years, The Department offered technical assistance to counties and Tribes on the implementation of WICWA through the Department regional and Tribal Affairs staff. This has included on-site training and telephone consultation. The Department provided on-site training about the historical importance of the Indian Child Welfare act as well as the specific requirements of the Wisconsin Indian Child Welfare Act to the following:

- Vilas County
- University of Wisconsin – Madison Social Work Students
- University of Wisconsin – ICWA Course
- Fond du Lac County
- Brown County

In addition, the DCF's Tribal Affairs Specialist partnered with the Children's Court Improvement Program (CCIP) to provide training on the 2016 ICWA Federal Regulations to Vilas, Forest, Jackson, and Brown Counties. This training is in conjunction with WICWA Review Summary Presentations.

Finally, the DCF's Tribal Liaison and Tribal Affairs Specialist has provided training on tribal sovereignty and government to government relationships to the Bureau of Youth Justice (BYS), Bureau of Compliance, Research, and Analytics (BCRA), and the Bureau of Safety and Well-Being (BSWB). They also provided a breakout session on Historical Trauma in Tribal Communities at the University of Wisconsin-Madison's Social Workers Confronting Social Injustice Conference.

Policy Development

The Department developed policy guidance in two key areas of the WICWA law. Policy guidance on the use of Qualified Expert Witness (QEW) was developed by a sub-committee of the WICWA Advisory Board, and issued in October 2013; it is available at the following link:

<https://dcf.wisconsin.gov/files/cwportal/policy/pdf/memos/2013-05.pdf>. QEW training, for tribal staff is in the process of being scheduled through WCWPDS.

Guidance on the active efforts requirement was developed by a different sub-committee of the WICWA Advisory Board, was issued in December 2013, and is available at the following link:

<https://dcf.wisconsin.gov/files/publications/pdf/464.pdf>

In collaboration with the Department and other stakeholders, the Director of State Courts developed and issued a number of court forms for use by circuit courts to implement WICWA requirements. These forms have been updated to incorporate 2016 ICWA Federal Regulation Requirements. An e-learning tool was also developed and released in 2014 to assist judges, attorneys, and guardian ad litem in the understanding and application of WICWA. http://wicciptraining.com/Content/wicwa_latest/story_flash.html

The state will continue to ensure this exchange occurs in the future through regularly established meetings and communications with the Tribes. Annual DCF/Tribal consultations will continue as well. Between meetings, the Tribes are kept informed through written communication, frequent and ongoing meetings with DCF staff, tribal delegates serving on tribal/state committees and direct reporting on certain issues through established mechanisms.

Quality Oversight- Compliance with ICWA through the Wisconsin Indian Child Welfare Act (WICWA)

The Wisconsin Indian Child Welfare Act (WICWA) Continuous Quality Improvement project, through the Children's Court Improvement Program (CCIP), is designed to improve adherence to WICWA requirements in the circuit court system, including use of qualified expert witnesses, providing notice, documentation of active efforts, and compliance with placement preferences in CHIPS, JIPS, TPR, guardianship, and adoption cases. In addition, the project aims to increase collaboration and cooperation among the circuit courts, tribes, county child welfare agencies, attorneys, and other stakeholders.

Data Collection

The following data collection methods may be utilized as part of the WICWA Continuous Quality Improvement project: court file review, focus groups, and surveys.

1. **Court File Review.** The case sample contains circuit court cases subject to WICWA in the following case types: CHIPS, JIPS, TPR, guardianship, and adoption. The case must be filed within the last three years. In situations where a sibling group is involved, a maximum of two sibling cases will be reviewed.
2. **Focus Groups.** Each focus group includes questions to assess WICWA compliance and to learn more about the relationships between the tribes and other child welfare stakeholders. Focus groups are typically conducted with the following individuals:
 - a. Circuit court staff (e.g., judges, circuit court commissioners, and juvenile clerks)
 - b. Tribal representatives (e.g., attorneys and child welfare staff)
 - c. County child welfare agency staff (e.g., directors, supervisors, caseworkers, and initial assessment workers)
 - d. Attorneys (e.g., district attorneys, corporation counsel, GALs, and defense attorneys)
3. **Surveys.** Written surveys are completed by individuals who are unable to attend the focus group in person. The survey covers key questions from the applicable focus group. An online survey tool (e.g., SurveyMonkey) may be used to collect the responses from participants.

Onsite Reviews

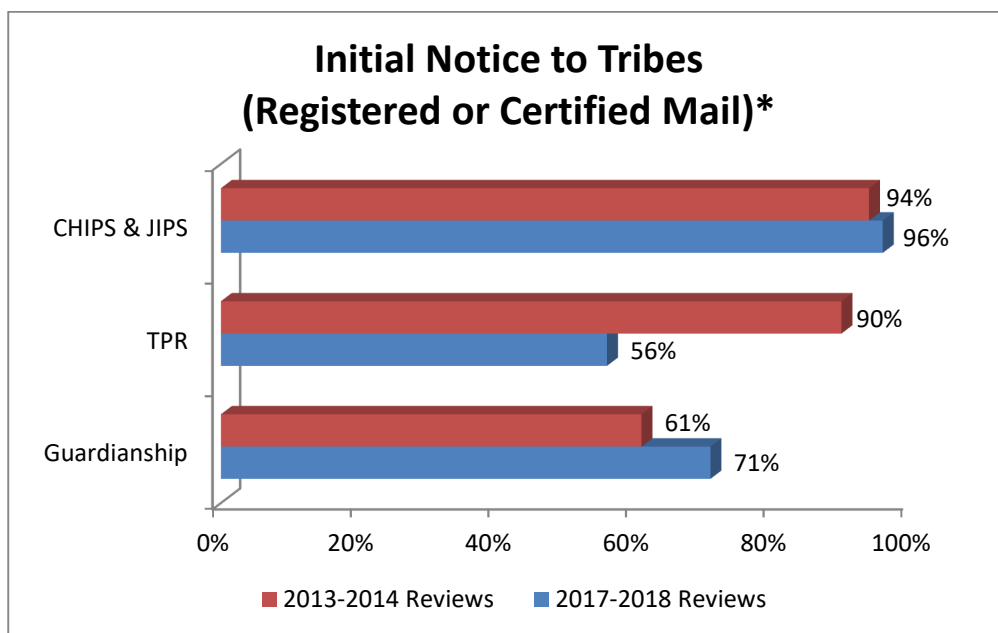
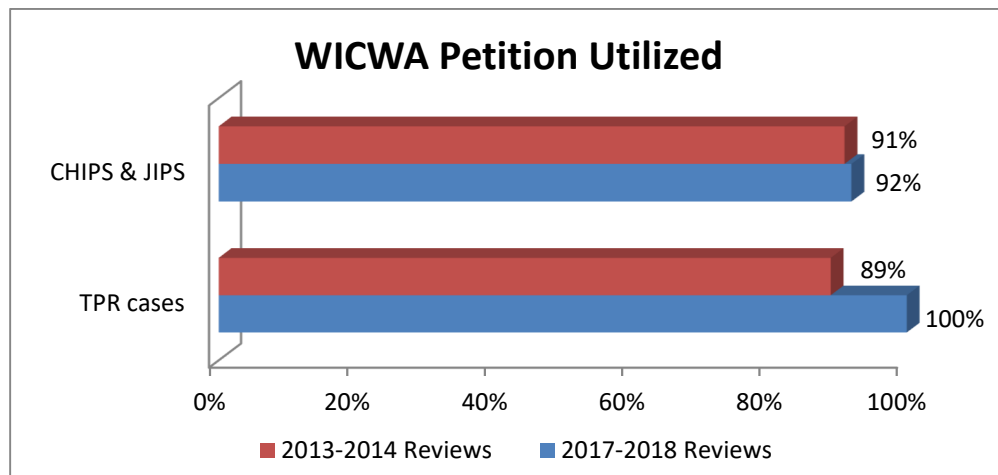
The achievement of the WICWA Continuous Quality Improvement project's goals is assessed through onsite county reviews. When schedules permit, staff from CCIP and the Department of Children and Families (DCF) conduct simultaneous WICWA reviews of the same counties.

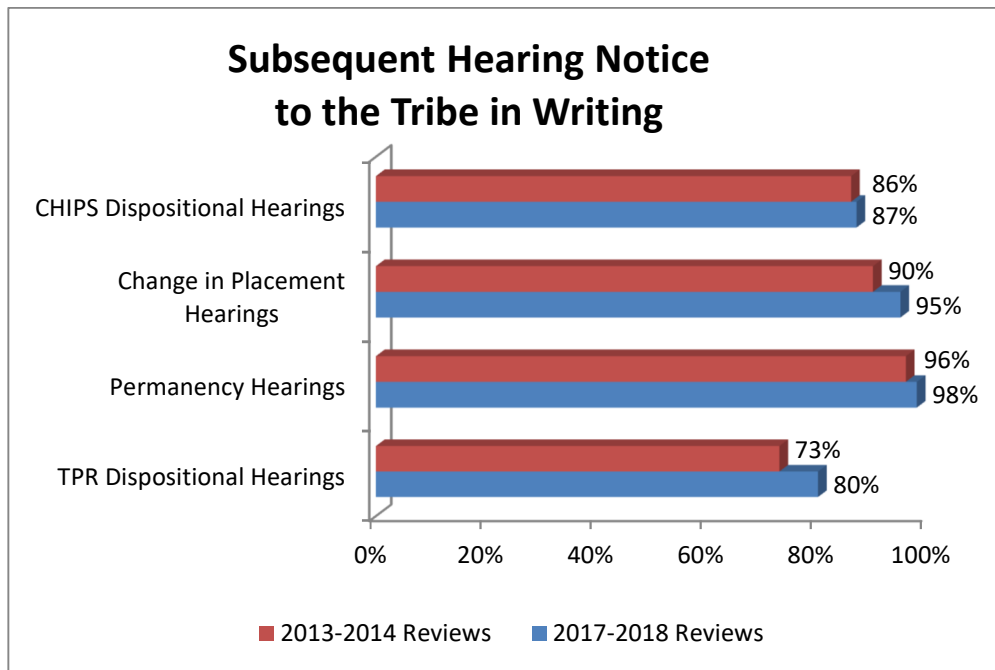
In 2013-2014 and 2017-2018, CCIP and DCF staff conducted onsite reviews for the WICWA Continuous Quality Improvement project in the eight counties with the highest number of circuit court cases subject to WICWA: Shawano, Milwaukee, Bayfield, Jackson, Forest, Brown, Vilas, and Burnett. Additionally, CCIP and DCF staff provided training on the new federal ICWA regulations in conjunction with the second round of reviews. In 2015-2016, court file reviews were conducted by CCAP in 12 additional counties that had a minimum number of WICWA cases meeting the file review criteria. These counties were: Ashland, Barron, Douglas, Eau Claire, La Crosse,

Marathon, Marinette, Oconto, Oneida, Outagamie, Sawyer and Wood. CCIP plans to conduct court file reviews again in additional counties in 2019-2020.

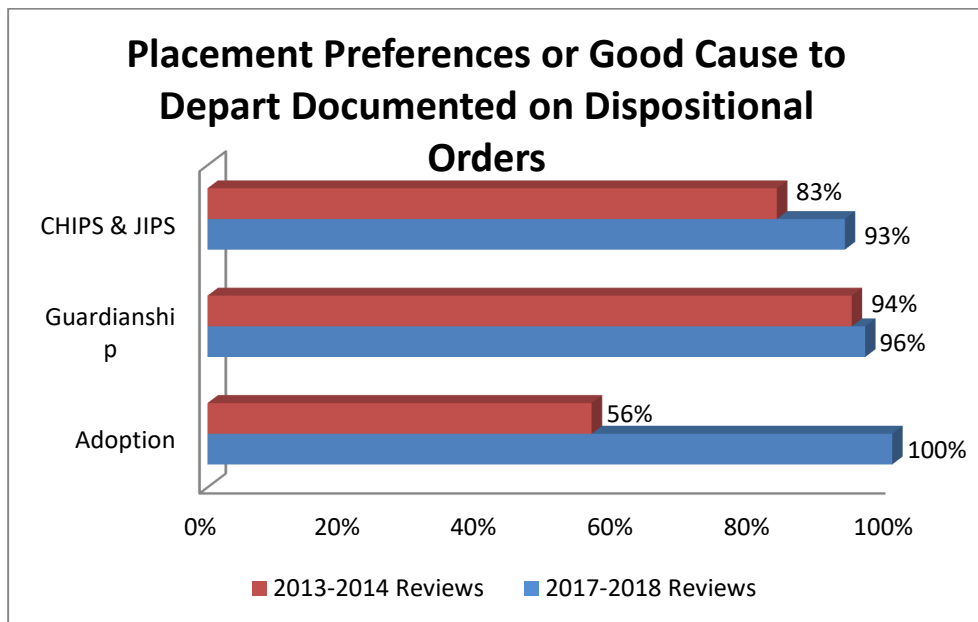
Results

The findings from each onsite review are presented in the form of a written report and/or summary presentation approximately two-three months after the review. The results from the second round of reviews will be used to: (1) determine whether the recommendations made and technical assistance provided by CCIP staff in each county were effective and (2) to identify additional technical assistance and training needs. Further, these reviews will afford an opportunity to provide training and feedback to counties on the new federal ICWA regulations.

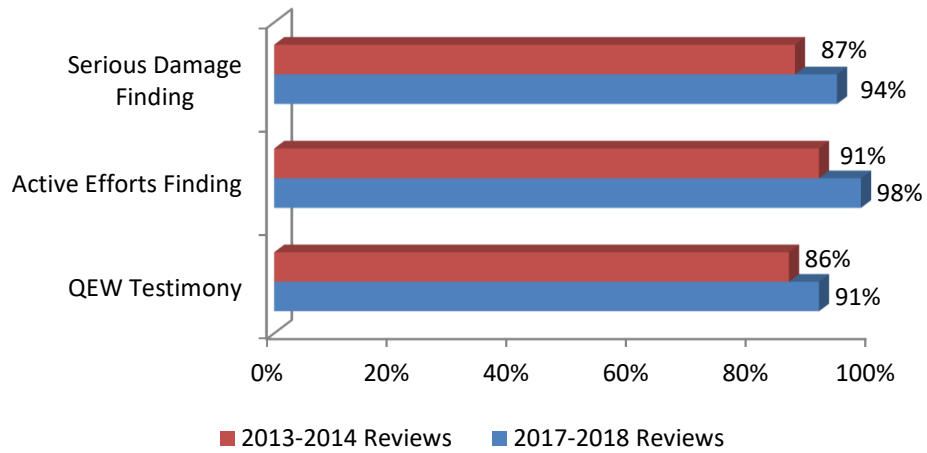




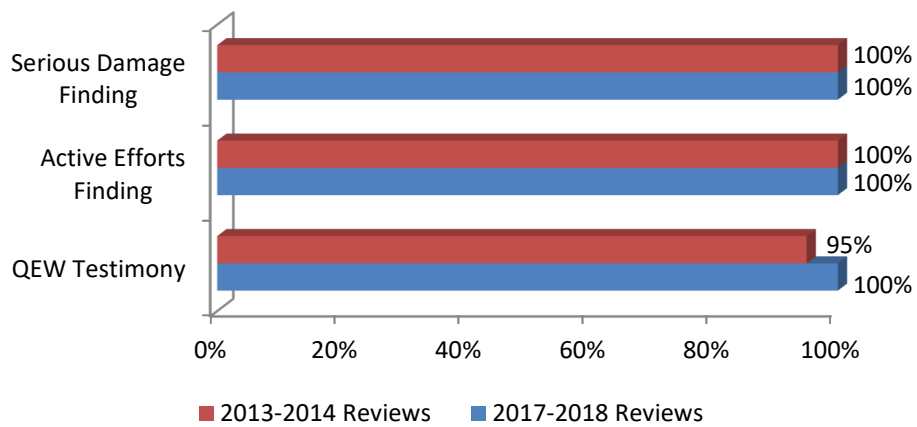
* While the vast majority of initial notice is sent registered mail, approximately 3% - 12% was sent certified mail. ICWA allows certified mail whereas WICWA requires registered mail notice.



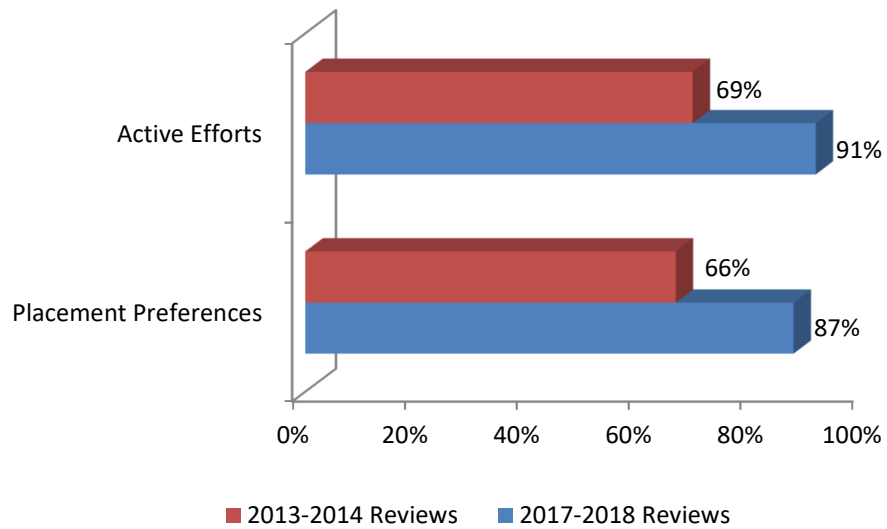
Serious Damage, Active Efforts, and QEW Testimony in CHIPS and JIPS Cases



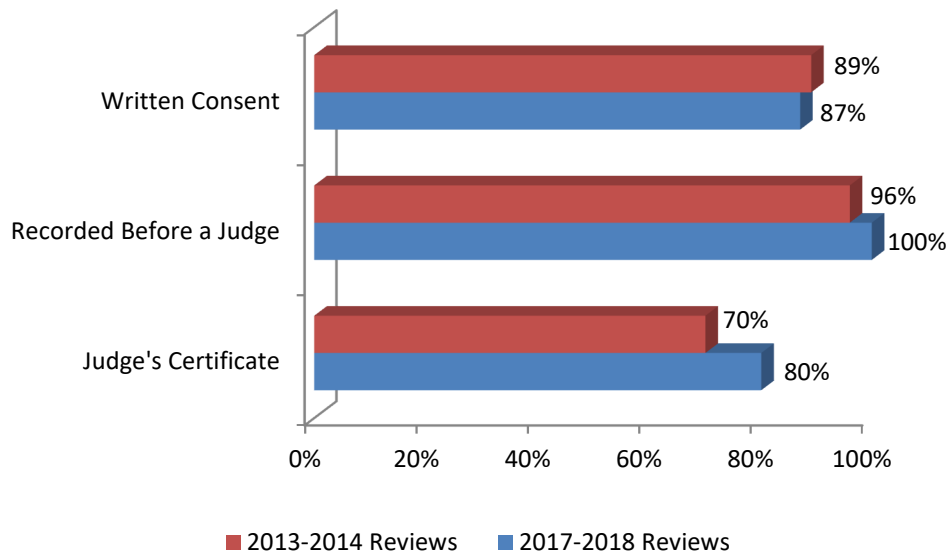
Serious Damage, Active Efforts, and QEW Testimony in Involuntary TPR cases



Permanency Hearing Order Findings



Voluntary Consent in TPR Cases



Overall Strengths:

- Identifying Indian children early in the case.
- Using the WICWA version of CHIPS, JIPS, and TPR petitions.
- Placing Indian children in accordance with placement preferences.
- Documenting WICWA findings on court orders and providing QEW testimony.
- Using the Statement of Active Effort circuit court form.
- Providing the tribe with written notice of subsequent hearings in the case.
- Affording tribal representatives an opportunity to participate at hearings.
- Desire by all stakeholders to comply with provisions of WICWA.

Areas Needing Improvement:

- Lack of Indian and tribal foster homes.
- Sending notice to the BIA when the identity or location of the parent is unknown.
- Providing initial notice registered notice to parents in TPR cases (in addition to personal service).
- Providing notice to the tribe at least 10 days prior to the first hearing in the case.
- Following provisions of ICWA/WICWA in guardianship cases, including registered mail notice.
- Better understanding of active efforts for all stakeholders.
- Obtaining a judge's certificate for voluntary consents in TPR cases.

Chafee Foster Care and Independence Act/Educational and Training Vouchers (Tribal)

(See the Chafee Foster Care Independence and Education and Training Vouchers Program Section for information relating to Tribal consultation, eligibility for benefits and services, and ensuring fair and equitable treatment for Indian youth under the Chafee Foster Care Independence Act and ETV).

6. CAPTA Requirements and Updates

2020 Annual CAPTA Report

Substantive changes, if any, to state law or regulations that could affect the state's eligibility for the CAPTA State Grant

There have been no substantive changes to Wisconsin state law or regulations, including laws and regulations relating to the prevention of child abuse and neglect, in the past year that could affect the state's eligibility for the CAPTA State Grant.

Significant changes from the state's previously approved CAPTA plan in how the state proposes to use funds to support the 14 program areas enumerated in section 106(a) of CAPTA.

There have been no significant changes from the state's previously approved CAPTA plan in how the state proposes to use funds to support the 14 program areas enumerated in CAPTA.

General CAPTA Updates/Use of CAPTA Funds

In FFY 2019, CAPTA funds were used for a variety of purposes consistent with the purposes of the CAPTA program:

Alternative Response (AR)

Alternative Response (AR) began as a pilot initiative in Wisconsin in 2010. The pilot established a two-pathway response system for screened-in Child Protective Services cases. Historically, in all CPS cases, workers make a

maltreatment determination (whether child abuse and/or neglect occurred) and a maltreater determination (abuse or by whom). This pathway is called a Traditional Response (TR). With AR, there is a second pathway involving CPS cases with less severe allegations and concerns and are less likely to need collaboration with law enforcement or courts. This type of response allows the focus to be on the family and removes the substantiation finding (both maltreatment and maltreater). In either pathway, child safety remains paramount and is assessed in order to make decisions of whether or not a child needs protection.

Predictive Risk Model – please see Section 3, page 48 for a discussion of the Predictive Risk Model.

Wisconsin Act 78 and Systems Change Review

CAPTA funds continue to be used to support the Wisconsin Systems Change Review process. In 2016, Wisconsin developed a Systems Change Review (SCR) process to align with the Child Welfare Model for Practice. The 2009 Wisconsin Act 78 became effective on February 1, 2010, requiring the Department of Children and Families (DCF) to share information with the public in instances of child death, serious injury, and egregious incidents due to suspected or confirmed child maltreatment and in cases where a child in out-of-home care placement is suspected to have committed suicide.

As a county administered, state supervised system, Act 78 directs the local child welfare to notify DCF when there is suspicion that one of the following incidents have occurred:

Child death or serious injury is defined in Act 78 as “an incident in which a child has died or been placed in serious or critical condition, as determined by a physician, as a result of any suspected abuse or neglect that has been reported under this section or in which a child who has been placed outside the home by a court order under this chapter or Ch. 938 is suspected to have committed suicide.”

Egregious incident is defined as “an incident of suspected abuse or neglect...involving significant violence, torture, multiple victims, the use of inappropriate or cruel restraints, exposure of a child to a dangerous situation, or other similar, aggravated circumstances.”

Once the local child welfare agency determines an incident likely meets the above definitions, Act 78 requires the local child welfare agency to submit specific case information to the DCF within 2 working days. The specific information required is outlined in 48.987 (7) (cr) (a), (b), (c), (d), and (e), (f). The information the local child welfare agency submits to the DCF is transmitted via the statewide automated system, referred to as eWiSACWIS.

The DCF has assigned primary responsibility for the review and analysis of these submissions to the DSP. Specifically, the DSP is responsible for the qualification and public notification of incidents, and determination and facilitation of review. In Wisconsin, there are two levels of review that can be assigned to an incident. They are referred to as a “Summary” or “Practice Review.”

Summary Review

All cases that qualify for public notification receives a Summary Review that consists of reviewing the electronic case record. Results of this review are communicated to the public through a “90 Day Summary.”

Practice Review

Incidents that involve significant or current CPS intervention receive a further level of review in addition to the Summary Review, referred to as a Practice Review. When cases qualify for a Practice Review, the DSP is responsible to determine a method for review. In 2015, the DCF decided to advance a new approach to the analysis of those cases qualified for a Practice review.

This method is formally referred to as the Systems Change Review process and is a methodical approach to the analysis of those cases assigned to a Practice Review. The study of these cases through the application of a Systems Change Review includes:

- Review of the case record and development of key observations
- Interview of relevant staff (i.e., *Debriefing*)
- Discussion and analysis of system influences on key observations (i.e., *Mapping*)
- Documentation of contextual information and analysis to inform and understand key observations (i.e., *Second Story*)
- Scoring of documentation and conversion to data points (i.e., *Scoring*)
- Sharing of the score with local agency management
- Recommend program and practice improvements for the Wisconsin child welfare system

At the completion of the Systems Change Review, the public is notified in the form of a document referred to as the “6 Month Summary.”

The Systems Change Review was implemented on November 1, 2016 in the balance of the state and on June 1, 2018 in the Division of Milwaukee Child Protective Services (DMCPS). The DCF provides additional and detailed information and training to county agencies and DMCPS regarding the Systems Change Review upon case qualification.

In addition to public notification on a case by case basis, the Act also requires the DSP to provide a quarterly summary report and an annual calendar year report for all children in out-of-home care placement that have been sexually abused as defined in s. 48.02 (1) (b) to (f).

Wisconsin Child Welfare Model for Practice

CAPTA Funds are used to support the Wisconsin Child Welfare Professional Development System to continue to implement the Child Welfare Model for Practice. The purpose of Wisconsin’s child welfare system, as articulated in the Wisconsin Child Welfare Model for Practice, is to keep children safe and to support families to provide safe, permanent, and nurturing homes for their children. The system strives to engage with children, youth, and families to expand healthy connections to supports in their communities and tribes and bolster resiliency in families to help them thrive. The following core values guide the work of the child welfare system: Trust, Respect, Engagement, Accountability, Trauma-informed Practices, Culturally responsible Practices, Workforce Support, and Family-Centered Approaches. The Wisconsin Child Welfare Model for Practice serves as the compass that guides the work and decision-making in the child welfare system.

Training for child abuse prevention efforts is described with respect to prevention objectives that are described in the Update on the Plan for Improvement, under Goals 1 and 2.

Please see Section _ for discussion of training opportunities provided throughout the state related to child abuse and neglect.

Multi-Disciplinary Outreach, Consultation, and Coordination

In addition to the categories listed here, please see collaboration section that begins on page 10 for additional discussion of collaboration over the past five years.

CPS and Law Enforcement Agencies

DCF continues to be a member of the Wisconsin Alliance for Drug Endangered Children (WIDEC) and the DEC Steering Committee. The WIDEC is a multidisciplinary partnership that assists communities in assessing service needs, coordinating efforts, and keeping children safe and free from exposure to dangerous drug environments.

DEC in Wisconsin exists on three levels - county/tribal, state, and national. As a member of the DEC Steering Committee, the DCF collaborates with partners from local, state and federal agencies, including child protective services, sheriff and police departments, district attorney offices, prevention services, law enforcement, health departments, American Family Children's Hospital, the WI Department of Justice, WI Department of Health Services, and the Federal Bureau of Investigation.

The WIDEC supports DEC programs to better serve the children in our state by expanding DEC programs, offering basic DEC training and providing an annual DEC conference. In addition to serving as a Steering Committee member, the DCF allocates CAPTA funding to support the conference each year. The DEC Steering Committee organizes the statewide conference where local DEC programs are formally recognized. National and state experts are brought in to educate Wisconsin on current issues and promising practices.

CPS and Child Abuse Prevention

In 2016-2019, the DCF has served as a member of the Child Abuse Prevention Month workgroup in partnership with the Child Abuse and Neglect Prevention Board and the Prevent Child Abuse Wisconsin Program through Children's Hospital.

Together for Children Conference

CAPTA funding continues to support the Together for Children Conference, the annual Wisconsin child abuse and neglect prevention conference. The DCF is a regular sponsor and planning partner for this annual prevention conference. The conference strives to improve prevention, treatment, investigation, and prosecution of child abuse and neglect by providing training that addresses emerging issues and increases the knowledge and skills of attendees. The 32nd annual conference took place from April 9-11, 2019. The conference included full-day seminars and sessions that covered topics such as child sexual abuse disclosures, protective factors, and identifying drug endangered children.

Child Abuse and Neglect Prevention Month

A Proclamation from Governor Tony Evers, issued on March 29, 2019, proclaimed April as Child Abuse and Neglect Prevention Month in Wisconsin. The month provides an opportunity to acknowledge the collective efforts of families, caregivers, communities, and agencies preventing child maltreatment.

CPS and Domestic Abuse Programs

There is a well-established overlap between domestic abuse and the maltreatment of children both in the literature and in practice experience in Wisconsin. In 2018, the Department of Children and Families supported experienced facilitators to develop a Memorandum of Understanding (MOU) that would permanently elevate collaboration between Child Protective Services agencies and domestic abuse programs. Three counties completed this initiative in 2018: Dunn, Washington, and Wood Counties.

The completed MOU's identified very specific deliverables. Each county created year-long calendars to implement the tasks identified in the MOU's. Some of the common elements in each MOU include:

- Commitment to cross-training, with specific training topics identified
- Identification of a process and hierarchy of persons to be involved in "conflict resolution" situations between the agencies
- Process for reporting of child abuse and neglect by the domestic abuse agency
- Joint referral protocols between the agencies
- Clear and specific recognition of relevant confidentiality laws and requirements, how they will affect collaborative work, and how potential problems may be addressed

- Plan for sustaining the on-going relationship, including the identification of agency liaisons or an on-going committee

Feedback from participating agencies was overwhelmingly positive. Participants have stated that relationships have been strengthened and that the MOU is being followed.

The completed MOUs can be shared with other counties to encourage them to undertake a similar effort, although counties are strongly encouraged not to use a sample MOU as a template, but to undertake a thoughtful process specific to their community's needs and history of collaboration. To help with the process, DCF has created a resource guide on the creation of an MOU.

CPS and Health Care Professionals

The Department of Children and Families uses CAPTA funding to support the Wisconsin Child Abuse network (WI CAN), an inter-disciplinary public-private partnership formed in 2009 and dedicated to improving the accuracy of child abuse investigations. It is led by representatives of The Medical College of Wisconsin; Child Advocacy Centers of Wisconsin; Children's Hospital of Wisconsin; the Wisconsin Coalition Against Sexual Assault; the Child Abuse and Neglect Prevention Board; and the Departments of Children and Families, Health Services and Justice.

WI CAN works to improve the response to child maltreatment through ongoing education and a web-based peer review network. It connects professionals statewide to medical expertise to improve access to medical input in child maltreatment investigations.

The WI CAN Educational Series consists of statewide, web-based lectures and case-based discussions on various topics related to child maltreatment delivered and led by subject matter experts. The target audience consists of physicians, advanced practice providers, nurses, other allied health professionals, law enforcement officials, social workers, and attorneys. The goal of the educational series is to improve the recognition of child maltreatment and management of cases when child maltreatment is a concern. Webinars are held on the third Friday of each month. Throughout 2019, DCF continues to support with WI CAN Educational Series. WI-CAN established a website as follows: <http://www.wichildabusenetwork.org/>.

Some webinars offered in 2019:

- Abusive Head Trauma
- Emotional Abuse
- What is that Mark? Skin Findings in Physical Abuse
- Consultation with Medical Providers
- Child Sexual Abuse – What Investigators Need to Know
- Drug Testing when Child Maltreatment is Suspected

CPS and Tribal Child Welfare Agencies – see Tribal efforts description in Section 5_.

CPS and the Judicial System

Please see the Collaboration Section for an update on DCF's collaborative efforts with the judicial system starting on page 19.

Citizen Review Panels

Citizen Review Panels are also supported through Wisconsin's CAPTA. They are described in detail in the collaboration section, see Section 1, page 18, and a link is provided for all reports.

Update on the state's continued efforts to support and address the needs of substance-exposed infants

In compliance with federal laws, DCF has policies and procedures in place to address the needs of drug affected infants. In April 2014, 2013 Wisconsin Act 260 was enacted, bringing state statutes in compliance with CAPTA requirements regarding the evaluation of infants for fetal alcohol spectrum disorders (FASD) and the requirement that CPS agencies offer to provide, or make arrangements for the provisions of those services and treatment to the infant and the infant's mother.

The legislation requires a physician to evaluate an infant if there is a serious risk that an infant has FASD. If FASD is diagnosed, the physician is required to report that diagnosis to the CPS agency. In addition, s.146.0255 requires health care providers of substance exposed infants to notify CPS of the occurrence of such condition of the infants. The CPS agency is required to offer, provide, or arrange for the provision of services and treatment for the infant and the infant's mother.

Effective June 25, 2004, the DCF issued an addendum, "Assessing the Safety of Drug Affected Infants," to the Child Protective Services Standards. This policy required Wisconsin CPS agencies to develop a plan of safe care for an infant born and identified as being affected by illegal substance abuse or withdrawal symptoms. The policy includes procedural instructions, directing CPS agencies to screen in these reports for child welfare services rather than child protective services cases, unless the report is accompanied by allegations of abuse or neglect. The policy also references Sec. 46.238, Stats., which states the county department shall offer to provide appropriate services and treatment to the child and the child's mother.

The Child Protective Services Access and Initial Assessment Standards and Safety Intervention Standards issued by DCF include requirements and guidance regarding CPS agencies responsibility for the development, monitoring, and follow-up of a plan of safe care (safety plan) for a drug affected infant or an infant with FASD known to the child welfare system. At this time, DCF has not identified any technical assistance required to improve practice and implementation to address the needs of drug affected infants.

Wisconsin's Statewide Automated Child Welfare Information Systems (eWiSACWIS) allows for data collection related to the monitoring of the safe plan of care for families involved in the state child welfare system. eWiSACWIS allows agencies and the state to gather information documented in the case record (i.e. Access/Intake Report and Safety Plan) as to the reason why the case is open and service type categories of services identified for the families (within the safe plan of care).

In addition, Governor's Executive Order #214 issued in September 2016 mandated the formation of a Governor's Task Force on Opioid Abuse and the formation of Steering Committees by several state agencies and by the Governors' Executive Order #273 on January 19, 2018 directing DCF to improve documentation in the eWiSACWIS system of substance use issues in child welfare cases.

In a memorandum dated February 20, 2018, DCF informed local child welfare agencies of the changes that had been made to eWiSACWIS in order to improve documentation of substance use issues in child welfare cases. Prior to the changes, caregiver substance use was not included as reference values to be selected to describe the result(s) of or condition(s) associated with an allegation of maltreatment. When removing a child from the home, one or more of 16 unique reasons for the child's removal from the home are required to be documented in eWiSACWIS, which are much like the descriptions chosen when adding maltreatment allegations.

Maltreatment descriptions provide further information about allegations and can help convey the underlying challenges for families. With this in mind, DCF updated the description reference values that can be documented as part of the Descriptions page to both enhance and streamline this list of values to improve the availability and quality of the resulting data. In addition, two new descriptions better capture the influence of alcohol and drug use in relationship to an allegation of maltreatment. These added descriptions include Caregiver Alcohol Abuse and Caregiver Drug Abuse. Lack of Medical Care was also added to encompass multiple aspects of medical

neglect as a description of a result of the neglect of a child or infant.

The Removal Reasons are documented in eWiSACWIS at the point of a child's placement in out-of-home care and are specific to the federal Adoption and Foster Care Analysis and Reporting System (AFCARS) required data elements and cannot be altered. In order to assist agencies with the selection of these reasons, definitions are now provided in eWiSACWIS under the resources flare on the Removal Address and Reasons page or on the web page Ongoing Out-of-Home Care Services – Placement Resources section (<https://dcf.wisconsin.gov/cwportal/ongoing/ohc>). DCF strongly encourages child welfare staff to select the main maltreatment allegation, i.e. Neglect, Physical Abuse, Sexual Abuse, and, where applicable, in addition select the underlying factor(s) that may have contributed to the child's removal, i.e. Caretaker Alcohol Abuse, Caretaker Drug Abuse, Inadequate Housing, Incarceration of Caretaker(s), etc.

Two recent pieces of state legislation passed in April 2018, 2017 Act 261 and 2017 Act 262 provide additional supports to address the issue of substance use disorder. Specifically, these bills direct and provide funding to DCF to establish opioid-related training for child welfare workers, provide grants for youth prevention programs, and provide grants for Family Drug Treatment Courts. DCF is proceeding with implementing these new laws.

Compliance with New Federal Legislation

Wisconsin law already provides immunity from civil and criminal liability in the child protective services context. Specifically, Wis. Stat. § 48.981(4) provides that:

“Any person or institution participating in good faith in the making of a report, conducting an investigation, ordering or taking photographs or ordering or performing medical examinations of a child or of an expectant mother under this section shall have immunity from liability, civil or criminal, that results by reason of the action. For the purpose of any proceeding, civil or criminal, the good faith of any person reporting under this section shall be presumed. The immunity provided under this subsection does not apply to liability for abusing or neglecting a child or for abusing an unborn child.” Wis. Stat. § 48.981(4).

The scope of immunity under Wis. Stat. § 48.981(4) already covers much of the expanded scope of legal immunity provided in the Victims of Child Abuse Act Reauthorization Act of 2018, § 106(b)(2)(B)(vii). To ensure that Wisconsin law provides for the full scope of the expanded immunity now provided under federal law, Wisconsin is working with the Children's Bureau to develop a Program Improvement Plan that will involve passage of legislation by the Wisconsin legislature that further expand the immunity provision in state law.

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7. Statistical and Supporting Information

Child Welfare Workforce Data

Table 40:

<u>Target Group</u>	<u>Primary Employees</u>	<u>All Employees</u>
Child Protective Services (CPS)	1720	4906
Child Welfare	293	543
Youth Justice (YJ)	435	1124
2018 Worker Total	2,448	6,573

Table 41:

<u>Function</u>	<u>Primary Employees</u>	<u>All Employees</u>
CPS Access	140	1202
CPS Initial Assessment	498	1295
CPS Ongoing	840	1837
CPS Supervisor	242	572
Foster Care Coordinator	167	417
Case Aide/Management	126	126
YJ Worker	382	902
YJ Supervisor	53	222
2018 Worker Total	2,448*	6,573*

* These numbers are based on projections informed by data collected by the PDS Online Learning Management System. Not all staff represented are assigned to child welfare related functions as an FTE, particularly in medium and smaller sized counties; in these jurisdictions some or all of child welfare staff also perform other human or social service functions not specific to child welfare. Individual workers may also provide more than one function within the child welfare service array.

Information on Child Protective Services Workforce

Wisconsin is a state-supervised, county-operated child welfare system for all counties other than Milwaukee where the state administers the Child Welfare System through the Division of Milwaukee Child Protective Services. As a result, the processes to recruit, hire, and make case assignments are based on agency specific Human Resource policies and procedures. The Division of Milwaukee Child Protective Services must follow the process outlined by the Wisconsin Office of State Employee Relations.

Wisconsin child welfare workers are not required to have a social work degree and have degrees from a variety of fields. However, in order to use the title “Social Worker”, staff must hold a valid certification through the Wisconsin Department of Safety and Professional Services.

As in the past, Wisconsin does not track statewide data on the supervisor to worker ratio, staff turnover or vacancy rates, or caseload size for the balance of the state outside of Milwaukee County. As a county administered state, there are no statutory requirements and CPS Practice Standards do not include requirements or guidance regarding the agencies' staff ratios, caseloads or other workload management. Within the county administered child welfare system, the size, and population of each county impacts the local agency's staffing needs and caseload ratios.

Duties for the local child welfare workforce also vary based on the needs of the agency and community. For example, in a smaller county, the supervisors, social worker, caseworker, and/or other paraprofessional staff are likely to have other child welfare program responsibilities in addition to CPS duties. Workers in a larger county may be assigned to one specific function within the local agency, rather than assume responsibilities across the entire scope of child welfare and/or human service areas.

In the state operated Division of Milwaukee Child Protective Services, the supervisor to worker ratio is 1 to 6, and the targeted caseload for ongoing services caseworker staff is no more than 15 children in OHC and 8 families receiving intensive in-home services.

Additional information on the workforce has been collected by DCF in partnership with the University of Wisconsin. DCF has collected additional data on the CPS workforce through flash surveys. The Child Welfare and Youth Justice Continuous Quality Improvement (CQI) Workforce Surveys cover a wide range of topics pertaining to case workers and supervisors in Wisconsin. Responses from each survey are submitted to a centralized database managed by University of Wisconsin-Madison Survey Center (UWSC), where they are combined with the answers from all respondents. All answers are confidential—none of the survey responses are linked to identifying information.

These flash surveys are intended to be very brief. They are designed to gauge:

- Workforce knowledge of a particular issue or topic
- Professional needs and challenges
- Strengths and gaps in practice and policy areas

The purpose of these flash surveys was to identify:

- Strengths and challenges faced by the child welfare/youth justice workforce in Wisconsin
- Ensure this information is representative of the workforce as a whole

The input and feedback helped DCF:

- Identify and refine priorities
- Influence policy development and implementation efforts
- Provide input into developing other initiatives to improve the child welfare system.

DCF worked with the Wisconsin Counties Human Services Association have partnered together to form a worker recruitment and retention work group in 2016. The workgroup examined results from the survey that has led to identification of state-wide efforts to improve worker recruitment/retention efforts including:

- Development of a realistic job preview video
- State-wide recruitment site
- Supervisors/leadership development
- Training and partnering with Universities on internships

You can find the survey results at: <https://dcf.wisconsin.gov/files/cqi-cfsr/pdf/surveys/cps-itl-rpt.pdf>

An additional survey on training needs was administered in 2015 that looked at worker training needs. The results incorporated information from 837 workers and 179 supervisors as well as Tribal leadership. Additional information from these surveys have been used to help Wisconsin set up a training agenda that is responsive to workforce needs. The final report on the findings from this survey can be found at the following link: <https://dcf.wisconsin.gov/files/cqi-cfsr/pdf/surveys/cpstraining-rpt.pdf>.

Youth Justice Transfer

The CAPTA Amendments of 2003 require states, to the extent possible, to collect information on children under the care of the state child protective services (CPS) system who are transferred to the custody of the state youth justice system. In Wisconsin, under the supervision of the Department of Children and Families (DCF), county human service departments and DMCPs operate the Child Protective Services (CPS) program. County human service departments also typically operate community-based youth justice programs, although some youth justice programs are attached to courts. In most counties, child welfare workers carry a mix of CPS and youth justice cases. Beginning in January 2016, the state supervision of the youth justice system was divided in that DCF is now responsible for oversight of the community based youth justice system. The Wisconsin Department of Corrections (DOC) retained responsibility for juvenile correctional facilities and aftercare programs for juvenile offenders.

Wisconsin counties are required to use the eWiSACWIS system to record all activity for child protective services cases. Counties are not currently required to use eWiSACWIS to track all youth justice program activity. The only youth justice placements counties are required to record in eWiSACWIS are non-secure placements in settings where the placements are subject to federal Title IV-E and AFCARS reporting requirements.

For a child to transfer from the custody of the state child protection system to the custody of the state youth justice correctional system, the child would have to be placed in a juvenile correctional facility after having a history of out-of-home placements in an open CPS case. Most of the children transferred to the DOC have patterns of delinquency and youth justice-related services at the county level before being transferred from the county agency to juvenile correctional facilities.

To calculate an estimated number of children under the care of the CPS system who transferred into the custody of the State youth justice system, eWiSACWIS records for Calendar Year 2017, were queried to identify children who were placed in a juvenile correctional facility (using the service ending reason in eWiSACWIS) after having been in out-of-home placement in an open CPS family case. This method used for the prior CFSP annual update identified 64 children meeting the transfer criteria.

Education Training Voucher

Fiscal Year 2015-2019	Total ETV Expended	# of Youth Received Local Funding	# of Youth Received Scholarship	Total Scholarship Expended
	\$3,598,935	944	1,240	\$3,045,970

Adoption Disruptions and Dissolutions

There were 62 international adoptions in fiscal year 2018.

Data for Federal Fiscal Year 2018 of disruptions and dissolutions follows.

Between October 1, 2017 and September 30, 2018, 15 internationally adopted children entered OHC. Of these 15 children, no adoptions dissolved.

Country of Birth	Number of children
Russia	3
China	1
Ukraine	2
Morocco	1
Haiti	1
Latvia	1
Guatemala	3
Kazakhstan	1
Ethiopia	2
Adoption Agency	
Unknown	12
Saint Kitts and Nevis	1
Catholic Charities of La Crosse	2
Reason for disruption	
Delinquency/Runaway	5
Aggression and violence towards family	1
Maltreatment	2
Parents Unwilling/Unable	3
Mental Health/Substance Abuse Treatment	4
Plans for the child	
Reunification	7
Reunified	5
Age Out (OPPLA)	2
Aged Out of Care	1

There were 15 disrupted international adoptions in federal fiscal year 2018:

- The first disruption occurred on 10/5/2017 when the child entered a mental health facility due to self-harming behaviors and the parents' inability and unwillingness to keep him safe in the home. This child was adopted as an infant from Guatemala through an unknown agency. The plan is for the child to age out of care or enter a guardianship.
- The second disruption occurred on 11/1/2017 when the child was taken into custody due to substance abuse issues. The child was adopted from the Ukraine at an unknown age and through an unknown agency. The plan for the child is reunification.
- The third disruption occurred on 1/24/2018 after the adoptive parents requested the child be admitted to a facility for mental health treatment. The child was adopted from Ethiopia at 9 years old through an unknown agency. The plan for the child is reunification.
- The fourth disruption occurred on 2/20/2018 after the parents refused to protect the child and the child requested mental health services and protection. The child was adopted from the Ukraine at 1-year-old through an unknown agency. The plan for the child is reunification.
- The fifth disruption occurred on 2/26/2018 when the child was found as a runaway from California and steps were taken to return her to California. The child was adopted from Russia at the age of 8 through the agency Saint Kitts and Nevis. The child ran away from care and is now an adult.
- The sixth disruption occurred on 3/19/2018 when the child became dangerous to the family. The child was adopted from Kazakhstan at one year old through an unknown agency. The child went home the next day.

- The seventh disruption occurred on 4/7/2018 after the child was charged with a crime. The child was adopted from Russia at the age of 1 through an unknown agency. The child has since reunified.
- The eighth disruption occurred on 5/23/2018 when the family was unable and unwilling to care for the child/there were concerns of neglect. The child was adopted from Ethiopia through an unknown agency at an unknown age (thought the child was 7 but could have been as old as 10). The child has since reunified.
- The ninth disruption occurred on 5/23/2018 after the child became aggressive and harmed family. The child was adopted from Russia at 6 months old through an unknown agency. The plan for the child is reunification.
- The tenth disruption occurred on 5/24/2018 when the child was admitted to a facility for treatment. The child was adopted from China at 4 years old through an unknown agency. The child has since reunified.
- The eleventh and twelfth disruptions occurred on 6/17/2018 after abuse and neglect of siblings. Both children were adopted from Guatemala through Catholic Charities of La Crosse at the age of 9 months. The children have since reunified.
- The thirteenth disruption occurred on 7/18/2018 as a result of delinquency. The child was adopted from Latvia at the age of 8 through an unknown agency. The reunified and re-entered care several times and is currently in a facility with plans for reunification.
- The fourteenth disruption occurred on 8/10/2018 as a result of delinquency. The child was adopted from Haiti at the age of 2 through an unknown agency. The child has since reunified.
- The fifteenth disruption occurred on 8/17/2018 when the parents refused to care for the child any longer. The child was adopted from Morocco at the age of 11/12 through an unknown agency. The child will stay in care until finishing high school and aging out.